



CITY OF LODI COUNCIL COMMUNICATION

AGENDA TITLE: Adopt Resolution Awarding Contract for the Development of the Climate Action Plan to AECOM, of Sacramento, and Appropriating Funds (\$120,000)

MEETING DATE: February 15, 2012

PREPARED BY: Community Development Department

RECOMMENDED ACTION: Adopt Resolution awarding contract for the development of the Climate Action Plan to AECOM, of Sacramento, and appropriating funds (\$120,000).

BACKGROUND INFORMATION: On October 19, 2011, the City Council authorized the release of a Request for Proposals (RFP) for the development of the Climate Action Plan.

Through that RFP, responding firms/organizations were encouraged to provide the required services in conjunction with a class or group of upper-level undergraduate or graduate students in a related field of study. Through this, the City hoped to facilitate a hands-on student experience as well as receive a fresh approach to Lodi's Climate Action Plan.

In response to that RFP, proposals were received from the following three consulting firms:

- AECOM – Sacramento, partnering with U.C. Davis
- Mintier Harnish – Sacramento, partnering with the University of the Pacific
- PMC – Rancho Cordova, partnering with Cal Poly – San Luis Obispo

Those three firms were contacted and interviewed by the City Manager, the Neighborhood Services Manager and the Associate Planner. At the completion of the interview process, the recommendation is to contract with AECOM for the development of the Climate Action Plan.

FISCAL IMPACT: Staff time spent on this project goes toward the City's required in-kind contribution as matching funds.

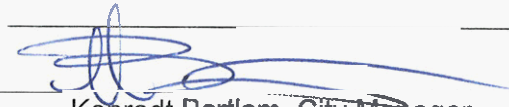
FUNDING AVAILABLE: The project is funded for \$120,000 from an allocation from the Sustainable Communities Planning Grant that was received in 2010.


Jordan Ayers, Deputy City Manager


Konradt Bartlam
Community Development Director

KB/jw
Attachment

APPROVED:


Konradt Bartlam, City Manager

AGREEMENT FOR PROFESSIONAL SERVICES

ARTICLE 1 PARTIES AND PURPOSE

Section 1.1 Parties

THIS AGREEMENT is entered into on February ____, 2012, by and between the CITY OF LODI, a municipal corporation (hereinafter "CITY"), and AECOM (hereinafter "CONTRACTOR").

Section 1.2 Purpose

CITY selected the CONTRACTOR to provide the services required in accordance with attached Scope of Services, Exhibit A, attached and incorporated by this reference.

CITY wishes to enter into an agreement with CONTRACTOR for the development of a Climate Action Plan for the City of Lodi (hereinafter "Project") as set forth in the Scope of Services attached here as Exhibit A. CONTRACTOR acknowledges that it is qualified to provide such services to CITY.

ARTICLE 2 SCOPE OF SERVICES

Section 2.1 Scope of Services

CONTRACTOR, for the benefit and at the direction of CITY, shall perform the Scope of Services as set forth in Exhibit A.

Section 2.2 Time For Commencement and Completion of Work

CONTRACTOR shall commence work pursuant to this Agreement, upon receipt of a written notice to proceed from CITY or on the date set forth in Section 2.6, whichever occurs first, and shall perform all services diligently and complete work under this Agreement based on a mutually agreed upon timeline or as otherwise designated in the Scope of Services.

CONTRACTOR shall submit to CITY such reports, diagrams, drawings and other work products as may be designated in the Scope of Services.

CONTRACTOR shall not be responsible for delays caused by the failure of CITY staff to provide required data or review documents within the appropriate time frames. The review time by CITY and any other agencies involved in the project shall not be

counted against CONTRACTOR's contract performance period. Also, any delays due to weather, vandalism, acts of God, etc., shall not be counted. CONTRACTOR shall remain in contact with reviewing agencies and make all efforts to review and return all comments.

Section 2.3 Meetings

CONTRACTOR shall attend meetings as may be set forth in the Scope of Services.

Section 2.4 Staffing

CONTRACTOR acknowledges that CITY has relied on CONTRACTOR's capabilities and on the qualifications of CONTRACTOR's principals and staff as identified in its proposal to CITY. The Scope of Services shall be performed by CONTRACTOR, unless agreed to otherwise by CITY in writing. CITY shall be notified by CONTRACTOR of any change of Project Manager and CITY is granted the right of approval of all original, additional and replacement personnel at CITY's sole discretion and shall be notified by CONTRACTOR of any changes of CONTRACTOR's project staff prior to any change.

CONTRACTOR represents it is prepared to and can perform all services within the Scope of Services (Exhibit A) and is prepared to and can perform all services specified therein. CONTRACTOR represents that it has, or will have at the time this Agreement is executed, all licenses, permits, qualifications, insurance and approvals of whatsoever nature are legally required for CONTRACTOR to practice its profession, and that CONTRACTOR shall, at its own cost and expense, keep in effect during the life of this Agreement all such licenses, permits, qualifications, insurance and approvals, and shall indemnify, defend and hold harmless CITY against any costs associated with such licenses, permits, qualifications, insurance and approvals which may be imposed against CITY under this Agreement.

Section 2.5 Subcontracts

Unless prior written approval of CITY is obtained, CONTRACTOR shall not enter into any subcontract with any other party for purposes of providing any work or services covered by this Agreement.

Section 2.6 Term

The term of this Agreement commences on February ____, 2012 and terminates upon the completion of the Scope of Services or on April 1, 2013, whichever occurs first.

ARTICLE 3

COMPENSATION

Section 3.1 Compensation

CONTRACTOR's compensation for all work under this Agreement shall conform to the provisions of the Fee Proposal, attached hereto as Exhibit B and incorporated by this reference.

CONTRACTOR shall not undertake any work beyond the scope of this Agreement unless such additional work is approved in advance and in writing by CITY.

Section 3.2 Method of Payment

CONTRACTOR shall submit invoices for completed work on a monthly basis, or as otherwise agreed, providing, without limitation, details as to amount of hours, individual performing said work, hourly rate, and indicating to what aspect of the Scope of Services said work is attributable. CONTRACTOR's compensation for all work under this Agreement shall not exceed the amount of the Fee Proposal.

Section 3.3 Costs

The Fee Proposal shall include all reimbursable costs required for the performance of the Scope of Services. Payment of additional reimbursable costs considered to be over and above those inherent in the original Scope of Services shall be approved in advanced and in writing, by CITY.

Section 3.4 Auditing

CITY reserves the right to periodically audit all charges made by CONTRACTOR to CITY for services under this Agreement. Upon request, CONTRACTOR agrees to furnish CITY, or a designated representative, with necessary information and assistance needed to conduct such an audit.

CONTRACTOR agrees that CITY or its delegate will have the right to review, obtain and copy all records pertaining to performance of this Agreement. CONTRACTOR agrees to provide CITY or its delegate with any relevant information requested and shall permit CITY or its delegate access to its premises, upon reasonable notice, during normal business hours for the purpose of interviewing employees and inspecting and copying such books, records, accounts, and other material that may be relevant to a matter under investigation for the purpose of determining compliance with this requirement. CONTRACTOR further agrees to maintain such records for a period of three (3) years after final payment under this Agreement.

ARTICLE 4
MISCELLANEOUS PROVISIONS

Section 4.1 Nondiscrimination

In performing services under this Agreement, CONTRACTOR shall not discriminate in the employment of its employees or in the engagement of any sub CONTRACTOR on the basis of race, color, religion, sex, sexual orientation, marital status, national origin, ancestry, age, or any other criteria prohibited by law.

Section 4.2 ADA Compliance

In performing services under this Agreement, CONTRACTOR shall comply with the Americans with Disabilities Act (ADA) of 1990, and all amendments thereto, as well as all applicable regulations and guidelines issued pursuant to the ADA.

Section 4.3 Indemnification and Responsibility for Damage

CONTRACTOR to the fullest extent permitted by law, shall indemnify and hold harmless CITY, its elected and appointed officials, directors, officers, employees and volunteers from and against any claims, damages, losses, and expenses (including reasonable attorney's fees), arising out of performance of the services to be performed under this Agreement, provided that any such claim, damage, loss, or expense is caused by the negligent acts, errors or omissions of CONTRACTOR, any subcontractor employed directly by CONTRACTOR, anyone directly or indirectly employed by any of them, or anyone for whose acts they may be liable, except those injuries or damages arising out of the active negligence of the City of Lodi or its officers or agents.

Section 4.4 No Personal Liability

Neither the City Council, nor any other officer or authorized assistant or agent or City employee shall be personally responsible for any liability arising under this Agreement.

Section 4.5 Responsibility of CITY

CITY shall not be held responsible for the care or protection of any material or parts of the work described in the Scope of Services prior to final acceptance by CITY, except as expressly provided herein.

Section 4.6 Insurance Requirements for CONTRACTOR

CONTRACTOR shall take out and maintain during the life of this Agreement, insurance coverage as set forth in Exhibit C attached hereto and incorporated by this reference.

Section 4.7 Successors and Assigns

CITY and CONTRACTOR each bind themselves, their partners, successors, assigns, and legal representatives to this Agreement without the written consent of the others. CONTRACTOR shall not assign or transfer any interest in this Agreement without the prior written consent of CITY. Consent to any such transfer shall be at the sole discretion of CITY.

Section 4.8 Notices

Any notice required to be given by the terms of this Agreement shall be in writing signed by an authorized representative of the sender and shall be deemed to have been given when the same is personally served or upon receipt by express or overnight delivery, postage prepaid, or three (3) days from the time of mailing if sent by first class or certified mail, postage prepaid, addressed to the respective parties as follows:

To CITY: City of Lodi
 221 West Pine Street
 P.O. Box 3006
 Lodi, CA 95241-1910
 Attn: Joseph Wood

To CONTRACTOR: AECOM
 2020 L Street, Suite 400
 Sacramento, CA 95811
 Attn: Jeff Goldman, Principal

Section 4.9 Cooperation of CITY

CITY shall cooperate fully and in a timely manner in providing relevant information it has at its disposal relevant to the Scope of Services.

Section 4.10 CONTRACTOR is Not an Employee of CITY

CONTRACTOR agrees that in undertaking the duties to be performed under this Agreement, it shall act as an independent contractor for and on behalf of CITY and not an employee of CITY. CITY shall not direct the work and means for accomplishment of the services and work to be performed hereunder. CITY, however, retains the right to require that work performed by CONTRACTOR meet specific standards without regard to the manner and means of accomplishment thereof.

Section 4.11 Termination

CITY may terminate this Agreement, with or without cause, by giving CONTRACTOR at least ten (10) days written notice. Where phases are anticipated within the Scope of Services, at which an intermediate decision is required concerning whether to proceed further, CITY may terminate at the conclusion of any such phase.

Upon termination, CONTRACTOR shall be entitled to payment as set forth in the attached Exhibit B to the extent that the work has been performed. Upon termination, CONTRACTOR shall immediately suspend all work on the Project and deliver any documents or work in progress to CITY. However, CITY shall assume no liability for costs, expenses or lost profits resulting from services not completed or for contracts entered into by CONTRACTOR with third parties in reliance upon this Agreement.

Section 4.12 Confidentiality

CONTRACTOR agrees to maintain confidentiality of all work and work products produced under this Agreement, except to the extent otherwise required by law or permitted in writing by CITY. CITY agrees to maintain confidentiality of any documents owned by CONTRACTOR and clearly marked by CONTRACTOR as “Confidential” or “Proprietary”, except to the extent otherwise required by law or permitted in writing by CONTRACTOR. CONTRACTOR acknowledges that CITY is subject to the California Public Records Act.

Section 4.13 Applicable Law, Jurisdiction, Severability, and Attorney’s Fees

This Agreement shall be governed by the laws of the State of California. Jurisdiction of litigation arising from this Agreement shall be venued with the San Joaquin County Superior Court. If any part of this Agreement is found to conflict with applicable laws, such part shall be inoperative, null, and void insofar as it is in conflict with said laws, but the remainder of this Agreement shall be in force and effect. In the event any dispute between the parties arises under or regarding this Agreement, the prevailing party in any litigation of the dispute shall be entitled to reasonable attorney’s fees from the party who does not prevail as determined by the San Joaquin County Superior Court.

Section 4.14 City Business License Requirement

CONTRACTOR acknowledges that Lodi Municipal Code Section 3.01.020 requires CONTRACTOR to have a city business license and CONTRACTOR agrees to secure such license and pay the appropriate fees prior to performing any work hereunder.

Section 4.15 Captions

The captions of the sections and subsections of this Agreement are for convenience only and shall not be deemed to be relevant in resolving any question or interpretation or intent hereunder.

Section 4.16 Integration and Modification

This Agreement represents the entire understanding of CITY and CONTRACTOR as to those matters contained herein. No prior oral or written understanding shall be of any force or effect with respect to those matters covered hereunder. This Agreement may not be modified or altered except in writing, signed by both parties.

Section 4.17 Contract Terms Prevail

All exhibits and this Agreement are intended to be construed as a single document. Should any inconsistency occur between the specific terms of this Agreement and the attached exhibits, the terms of this Agreement shall prevail.

Section 4.18 Severability

The invalidity in whole or in part of any provision of this Agreement shall not void or affect the validity of any other provision of this Agreement.

Section 4.19 Ownership of Documents

All documents, photographs, reports, analyses, audits, computer media, or other material documents or data, and working papers, whether or not in final form, which have been obtained or prepared under this Agreement, shall be deemed the property of CITY. Upon CITY's request, CONTRACTOR shall allow CITY to inspect all such documents during CONTRACTOR's regular business hours. Upon termination or completion of services under this Agreement, all information collected, work product and documents shall be delivered by CONTRACTOR to CITY within ten (10) calendar days.

CITY agrees to indemnify, defend and hold CONTRACTOR harmless from any liability resulting from CITY's use of such documents for any purpose other than the purpose for which they were intended.

Section 4.20 Authority

The undersigned hereby represent and warrant that they are authorized by the parties to execute this Agreement.

Section 4.21 Federal Transit Funding Conditions

☐ If the box at left is checked, the Federal Transit Funding conditions attached as Exhibit D apply to this Agreement. In the event of a conflict between the terms of this Agreement or any of its other exhibits, and the Federal Transit Funding Conditions, the Federal Transit Funding Conditions will control.

IN WITNESS WHEREOF, CITY and CONTRACTOR have executed this Agreement as of the date first above written.

CITY OF LODI, a municipal corporation

ATTEST:


RANDI JOHL
City Clerk

KONRADT BARTLAM, City Manager

APPROVED **AS** TO FORM:
D. STEPHEN SCHWABAUER, City Attorney

CONTRACTOR:
AECOM

JANICE D. MAGDICH, Deputy City Attorney

By: _____


By: _____
Name: Jeff Goldman
Title: Principal

Attachments:

Exhibit A - Scope of Services

Exhibit B - Fee Proposal

Exhibit C - Insurance Requirements

Exhibit D - Federal Transit Funding Conditions (if applicable)

Doc ID:

CArev.09.2011



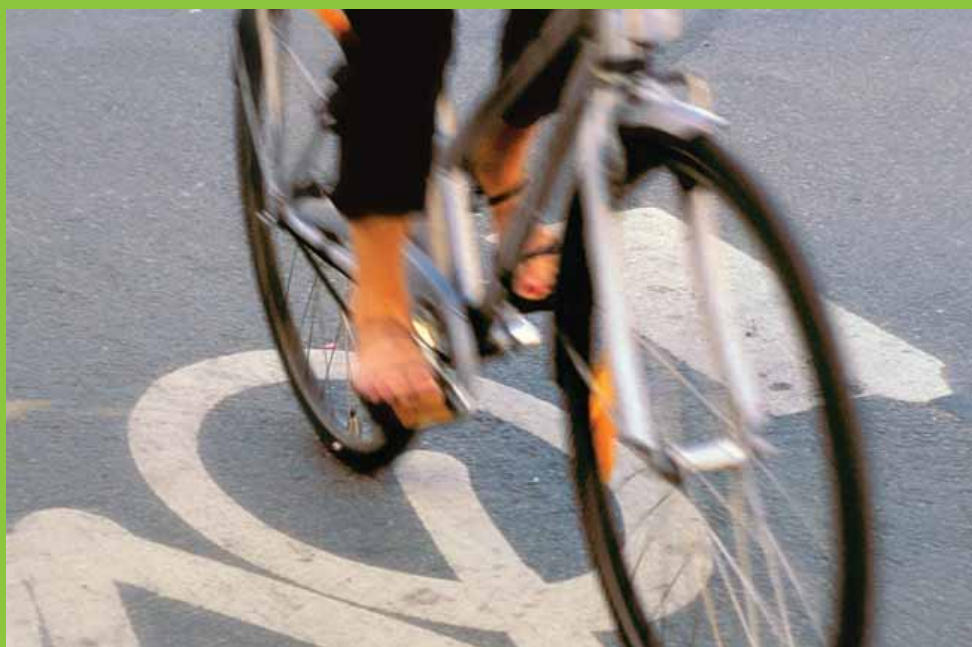
City of Lodi Climate Action Plan

Proposal for CAP Preparation Services

Submitted to

Joseph Wood, Neighborhood Services Manager
City of Lodi Community Development Department
221 W. Pine Street
Lodi, CA 95240

November 30, 2011



November 30, 2011

Joseph Wood, Neighborhood Services Manager
City of Lodi Community Development Department
221 W. Pine Street
Lodi, CA 95240

Subject: Proposal to Prepare a Climate Action Plan

Dear Mr. Wood:

AECOM is excited about the opportunity to work with the City of Lodi on a Climate Action Plan (CAP) that will capture its commitment to a high quality of life, economic prosperity, and greater sustainability. We have worked with the City in the past and have been impressed by its ability to pursue a path for growth and economic development that is different from many Central Valley communities.

We understand that the City seeks the assistance of an experienced consultant to prepare a CAP as an implementation measure of the General Plan and to chart its own course for reducing greenhouse gas emissions before being required to do so by the State of California. The City Council desires the CAP to focus on voluntary and incentivized measures acceptable to, and feasible for, Lodi. We further understand that the City anticipates some skepticism within the community about the causes of climate change and the need for Lodi to take action on a CAP at this time. We also understand that the City wishes to involve college students in the preparation of the CAP as a means of preparing the document within the funding available to the City. Finally, we understand that Lodi desires to engage all segments of the community to ensure widespread support for the CAP and its implementation.

AECOM proposes to explore common values and measures around which the community can agree, capture these areas of agreement in the CAP, and prepare a document that instills a sense of ownership by community members. Through this process, the CAP can make a positive and meaningful contribution to improving Lodi's quality of life, business climate, and environment. The success of this project requires a collaborative effort between the AECOM team and the City. For the CAP to be effective, it should perform each of the following functions:

- Elicit participation by all segments of the community—stakeholders, the citizen and private sector community at-large, and City employees.
- Quantitatively demonstrate compliance with regulations, voluntary measures that will meet other City objectives, and achieve desired GHG reduction targets.
- Identify the most reasonable and cost-effective GHG reduction measures.
- Provide clear guidance to City staff on how to implement the plan—a road map to success.

Our team consists of AECOM (our Design + Planning + Economics division) as prime consultant supported by faculty and students from UC Davis Extension Studio 30 and Nelson\Nygaard. We bring to the CAP process experts in greenhouse gas (GHG) analysis and mitigation, land use planning, sustainable energy planning and design, economics, sustainable transportation, and the California Environmental Quality Act (CEQA) – as well as students and faculty from UC Davis offering fresh perspectives from the academic and research community. This expertise is ideal for developing an effective CAP for Lodi that implements the City's recently adopted General Plan. Our planners,

economists, and public outreach specialists have substantial, recent, local, and award-winning expertise preparing CAPs that demonstrate compliance with AB 32 and SB 375, while advancing communitywide sustainability and promoting public outreach and education. We also have substantial experience working with cities that have their own electric utility, such as Roseville and Burbank. We have worked with the City of Lodi and in other San Joaquin County communities and are familiar with the City and its surroundings.

Studio 30 is an integral part of the process and not students just tagging along. Our approach is for AECOM, Nelson/Nygaard, and Studio 30 faculty to provide strategic guidance to Studio 30 students, who will provide much of the horsepower to complete the project. Studio 30 students will be engaged in the entire project from start to finish, with greater emphasis on some tasks than others, as described in our proposal.

AECOM has an established culture of innovation in climate change services, energy efficiency, resource management, community planning, and environmental compliance. We are also committed to mentoring the next generation of leaders in our profession through programs such as Studio 30. We look forward to a potential collaboration with the City and discussing our ideas on how to garner community support for an effective CAP.

Sincerely,



Jeffrey M. Goldman, AICP
Principal



Jeff Henderson, AICP
Senior Associate

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- 04 Scope of Work
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LODI

01

Approach

AECOM has an established culture of innovation in climate change services, energy efficiency, resource management, community planning, and environmental compliance. We are also committed to mentoring the next generation of leaders in our profession. Our team for this project consists of consultant experts in greenhouse gas (GHG) analysis and mitigation, land use planning, sustainable energy planning and design, economics, sustainable transportation, and the California Environmental Quality Act (CEQA) – as well as students and faculty from UC Davis offering fresh perspectives from the academic and research community. This expertise is ideal for developing an effective Climate Action Plan (CAP) for Lodi that implements the City’s recently adopted General Plan.

Project Understanding

Historically an agriculture-based community, the City of Lodi has evolved into a rich, diverse community. One of the key elements highlighted during the recent General Plan update process was the community’s desire to preserve the small-town character of the City while enabling opportunities for smart growth. Lodi’s high quality of life is reflective of a variety of unique features such as protected open space along Mokelumne River, agriculture green belts along the east, west and south boundaries of the City, employment generating industrial uses along SR 12 and railway corridor, a historic Downtown, reputable vineyards and wine-related tourist prospects, a university campus, commercial centers along Kettleman Road, and intimate residential neighborhoods.

General Plan policy C-P36 directs the City to prepare and adopt a comprehensive CAP. The City has received a Sustainable Communities Regional Planning Grant from the US Department of Housing and Urban Development for a set of related projects, including a CAP. We understand that the City desires to work with students to complete the plan, under the direction of an experienced consulting firm or organization. The CAP will include community meetings and other forms of community input to review the results of a GHG emissions inventory, select an emissions reduction target, prepare policy recommendations, and outline a detailed implementation strategy the City can use to seek internal and external funding to complete.

Neither the CAP, nor the funding underlying it, will be accepted without engaging the varied interests in the community. A community as diverse as Lodi contains many viewpoints on climate change. Some in Lodi may be skeptical that climate change is a human-caused phenomenon, nor do they view State-level or regional leadership on the issue as a benefit to the community. However, based on our understanding of the General Plan update, residents and decision-makers do support Lodi becoming a more livable, walkable, economically diverse and prosperous community that provides excellent public safety services and affordable electricity through the Lodi Electric Utility. Residents and business leaders support smart growth so long as it maintains small-town character and economic prosperity. These community values, their expression through local programs and initiatives, and a desire to improve the quality of life in Lodi can have a co-benefit of reducing greenhouse gas emissions, reducing energy costs, improving community health, and increasing Lodi's resiliency to future impacts from climate change. It is possible, therefore, to have a meaningful discussion about actions that community members are willing to take to achieve the values stated in the updated General Plan without engaging in a debate on the causes of climate change.

The General Plan establishes a GHG emissions reduction goal of at least 15% below 2008 levels by 2020. The CAP required by the General Plan must be completed in a manner that reflects diverse viewpoints and the local development and planning context in order to be successful. Together, the policies contained in the General Plan and additional GHG reduction measures to be developed as part of the CAP will allow Lodi to respond to critical issues important to the community. Achieving the targeted GHG reductions will demand genuine and significant effort from civic leaders, residents, and businesses.

In response to community concerns, we also understand that the City desires an approach that relies on mandatory or regulatory reduction measures for local government operations, while emphasizing use of incentive-based voluntary approaches to achieve communitywide emission reductions. The CAP also offers potential to streamline future development projects that are consistent with the

General Plan's smart growth vision for the future, by eliminating the need for projects consistent with the General Plan and CAP to evaluate GHG emissions under the California Environmental Quality Act (CEQA). Measures in the CAP that lead to lower energy, water, and other resource costs can also contribute to a healthier business climate.

We view our role as assisting the City in exploring common values and measures around which the community can agree, capture these areas of agreement in the CAP, and prepare a document that instills a sense of ownership by community members. Through this process, the CAP can make a positive and meaningful contribution to improving Lodi's quality of life, business climate, and environment. While some in the community may not embrace all aspects of the CAP, the City Council views this project as an opportunity to chart its own course toward a more sustainable future, rather than waiting for the state to mandate how the City should respond to climate change legislation.

Project Objectives

The success of this project requires a collaborative effort between the AECOM team and the City. Our scope of work presents the services and capacities that the AECOM team will provide for each of the requested tasks. In addition, we believe that an effective CAP should perform each of the following functions:

- Elicit participation by all segments of the community—stakeholders, the citizen and private sector community at-large, and City employees.
- Quantitatively demonstrate compliance with regulations, voluntary measures that will meet other City objectives, and achieve desired GHG reduction targets.
- Identify the most reasonable and cost-effective GHG reduction measures.
- Provide clear guidance to City staff on how to implement the plan—a road map to success.

Project Approach

Our approach to key parts of this assignment is described in the following paragraphs, followed by a Scope of Work responding to the City's RFP.

Engaging Studio 30

The practice of land use and environmental planning is going through a period of rapid change and upheaval. The UC Extension Studio 30 program seeks to assist communities in addressing this change in positive ways. As part of Extension's the Land Use and Natural Resources program (LUNR), Studio 30 teams with professionals, academics and students from the American Planning Association (APA), the UC Davis Community Development and Geography Graduate groups and the Landscape Architecture program to create an exciting collaboration on community planning projects. Studio 30 provides an opportunity for professionals and students to experiment and innovate, thereby laying the groundwork for the future planning profession.

The Lodi CAP will be a Studio 30 project. Jeff Loux, Ph.D. will be the UC Davis faculty assigned to the Studio, Julia Lave Johnston will be the UC Davis Extension faculty assigned to the Studio, and Jeff Henderson, AICP (AECOM's proposed project manager) will be a Studio 30 Fellow and the AECOM-Studio 30 Liaison. The class will start work on this project in Winter Quarter 2012, and continue through Spring and Fall Quarters 2012, meeting every week and working continuously between meetings. Studio meetings will combine working sessions, weekly assignments designed to meet project objectives, and lectures by Studio faculty and other professionals from AECOM and Nelson\Nygaard. Each quarter's Studio will focus on completing a major milestone in the work program – inventories/projections, GHG emission reduction measure development, measures development, and draft plan preparation. To maintain project momentum over the Summer 2012 period, UC Davis faculty will continue to participate in the project, and AECOM will invite a student intern from Studio 30 to join us at our Sacramento office to continue work on the project.

Reviewing the Emissions Inventory and Projections

An emissions inventory and projections for Lodi were prepared in conjunction with the General Plan update. Furthermore, we understand that a local government operations inventory for existing conditions will be prepared free of charge to the City by the Great Valley Center. This inventory will be made available early in the CAP process. Therefore, our work focuses on revising the 2008 communitywide emissions inventory to make it suitable for use within the CAP, and deriving 2020 (the AB 32 target year) and 2030 (the General Plan horizon year) projections for both municipal and communitywide emissions from the work completed for the General Plan update, subject to revisions described below.

As an initial step, we will peer review the completed 2008 inventory (General Plan inventory) and 2030 projections (General Plan projections). We have reviewed the inventory and projections and accompanying documentation to determine their suitability for use within the CAP. Based on our preliminary review, we recommend the following course of action for each sector:

- **Electricity:** The General Plan inventory uses "bottom-up" consumption data obtained directly from Lodi Electric Utility using the utility's specific carbon intensity. However, 2030 projections in the General Plan inventory are based on anticipated population and employment growth associated with the General Plan, assuming consumption rates remain constant. While this method is acceptable, we recommend that the projections be adjusted to correspond to the utility's electricity demand forecasts, if available.
- **Natural Gas:** The General Plan inventory does not appear to include emissions from natural gas consumption. We will verify and recommend inclusion of these emissions in a revised inventory and projections using PG&E consumption data and an appropriate emission factor. Natural gas projections may be based on based on anticipated population and employment growth under the General Plan, assuming consumption rates remain constant, or adjusted based on any projections from PG&E about increased efficiencies in the use of natural gas.

- **On-road Transportation:** The General Plan inventory uses a “bottom-up” approach employing a jurisdiction-bounded methodology that considers all vehicle miles traveled [VMT] within City limits. We recommend using an origin-destination methodology (considering 100% of all trips originating and ending in Lodi, and 50% of all trips originating or ending in Lodi) to estimate the VMT. Projections should employ future VMT data from the City’s traffic model, consistent with land uses anticipated with implementation of the General Plan. The General Plan EIR analyses describing the effects of statewide fuel efficiency standards (Pavley) and Low Carbon Fuel Standards (LCFS) can be used directly in the CAP.
- **Off-road Transportation:** The General Plan inventory does not include off-road vehicle emissions. We recommend using the California Air Resources Board (ARB) OFFROAD model to project future emissions, and recommend using more specific employment data from the San Joaquin Council of Governments (SJCOC) and/or US Department of Housing and Urban Development (HUD) to distribute these emissions to Lodi.
- **Solid Waste:** The General Plan inventory uses a first order decay methodology to estimate solid waste emissions. We concur with this methodology and recommend no change to the solid waste sector.
- **Wastewater:** The General Plan inventory does not include wastewater emissions. We recommend using a “bottom-up” methodology based on the ARB’ Local Government Operations Protocol (LGOP) to estimate communitywide wastewater emissions.
- **Water:** The General Plan inventory does not include water emissions. We recommend a “bottom-up” methodology based on water demand, specific energy intensity factors, and appropriate emission factors to estimate emissions associated with the conveyance, delivery and treatment of potable water.

As noted above, we recommend modifications to the emissions inventory and projections. While the outcome of these revisions is likely to make only a small difference in the content of the inventory and projections, establishing a replicable methodology for future inventories and relating the inventory directly to the CAP has potential benefits in the monitoring and reporting phase. We will discuss potential pros and cons of completing these revisions at the project kickoff meeting. If directed by City staff to proceed, we will then perform a detailed peer-review of the inventory and projections, engage Studio 30 students to collect and revise data inputs, and revise the sectors noted above accordingly.

Quantifying GHG Reduction Potential

Our standards and philosophy regarding CAP development are unique in the industry. AECOM’s approach to quantification of GHG emission reduction measures involves a level of diligence that ensures the CAP is of the highest, most defensible quality. Evidence (e.g., literature, academic research, scientific studies) in support of emission reduction performance is requisite for AECOM to report the performance of a GHG reduction strategy or program. We have developed a library of evidence to substantiate GHG emission reductions attributable to CAP measures. Our approach also emphasizes transparency in the assumptions used to develop emissions reduction calculations. Our approach to quantifying GHG reduction potential of various CAP measures relies on key input from City staff early in the process to assist in assessing the technical, political, and economic feasibility of potential GHG reduction measures. This input helps us to prioritize and refine CAP measures process. To ensure that the technical work described above links closely with the creation of highly tailored and contextually appropriate GHG reduction measures, we employ our proprietary Climate Action Plan Toolkit. Details describing our methodology can be reviewed in the appendices of our CAPs.

The Climate Action Planning Toolkit

We will use our proprietary Climate Action Planning Toolkit (the Toolkit) to assist the community to select appropriate GHG reduction measures. This tool will assist in removing biases or pre-conceived notions about proposed measures, and will be based on current data relevant to Lodi. The Toolkit will be used to identify appropriate GHG reduction measures that should be incorporated within the CAP.

The Toolkit will be calibrated to Lodi's specific context and contain detailed existing conditions, inventory, and forecast data. This data provides inputs needed to quantify sustainability measures and helps staff, decision makers, and stakeholders better understand the planning context. The toolkit will automatically quantify energy savings, GHG emission reductions, and select financial performance metrics. It was designed to be user-friendly, and to facilitate the City's capacity to develop and implement selected GHG reduction measures. It can be used in committee meeting and workshop settings to demonstrate to the community in a quantifiable way the benefits of GHG reduction measures.

Economic Analysis

Economic analysis is a critical part of assessing of the financial feasibility of CAP measures and programs, and ultimately a key driver in determining which GHG reduction measures are best suited for Lodi.

Recommended GHG reduction measures can vary considerably both in their ease of implementation and their cost effectiveness. Our economic analysis methodology has been developed and refined through past experience to estimate long-term costs and savings to the public sector and annual costs and savings to the private sector. This information is a key factor in developing cost effectiveness metrics which will help the City to prioritize policies and programs, as well as inform the public about the potential economic considerations of CAP measures. By assessing upfront policy development costs and long-term implementation costs, and evaluating the availability of funding sources and financing strategies, the City will be able to make informed decisions about potential GHG reduction measures.

1. ENERGY EFFICIENCY IN NEW CONSTRUCTION: RESIDENTIAL

FEEDBACK SYSTEM

	NOT FEASIBLE	LOW	MEDIUM	HIGH
TECHNICAL FEASIBILITY			X	
FINANCIAL FEASIBILITY				X
POLITICAL ACCEPTANCE				X

NOTE 5:

- City believes feedbacks are would be acceptable to the development community and would have the support of Council.
- Planning department would need to change permitting fee structure.



MANDATORY EFFICIENCY STANDARDS IN BUILDING CODE

	NOT FEASIBLE	LOW	MEDIUM	HIGH
TECHNICAL FEASIBILITY				X
FINANCIAL FEASIBILITY				X
POLITICAL ACCEPTANCE	X			

NOTE 5:

- Mandatory energy efficiency standards above Title-24 requirements will NOT be politically viable with current council.
- This would be low cost from a City implementation perspective and would fit into the current building inspection process.



REDUCED PERMITTING FEES FOR PROJECTS THAT EXCEED BUILDING CODE

	NOT FEASIBLE	LOW	MEDIUM	HIGH
TECHNICAL FEASIBILITY				X
FINANCIAL FEASIBILITY	X			
POLITICAL ACCEPTANCE	X			

NOTE 5:

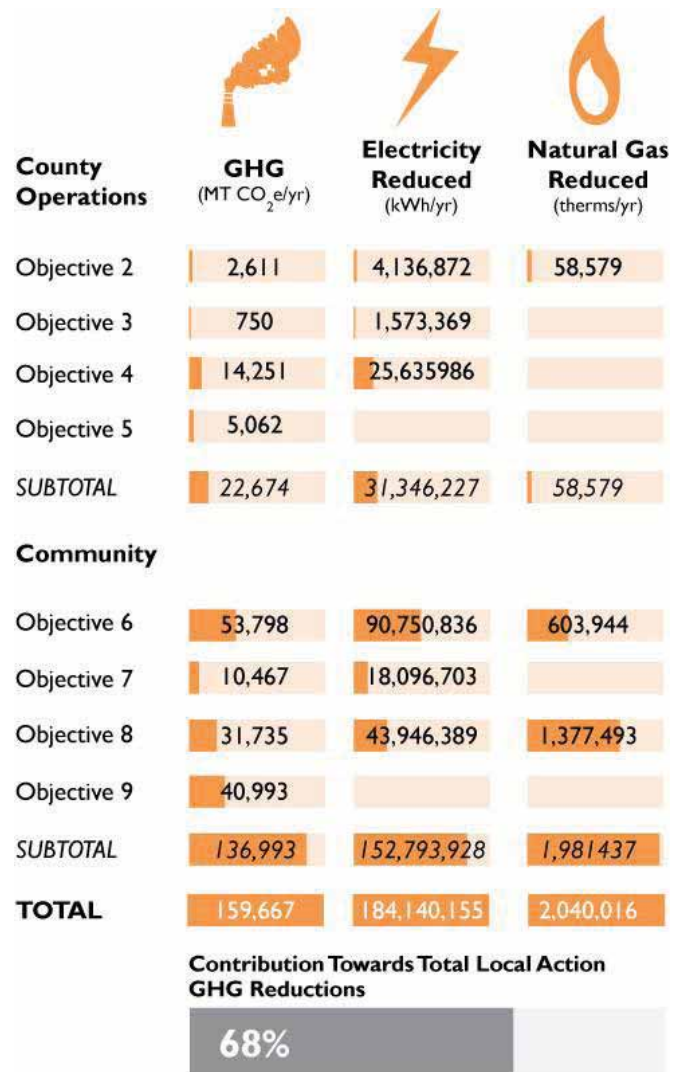
- Normally this would be easy to do, BUT cannot do in the current economy. Departments need all revenue possible.
- Politically dead-on-arrival.



Climate Action Plan Template

We use graphics and tables extensively to convey key concepts, and keep the focus of the document on the inventory and projections; targets; reduction and strategies, measures, actions; and monitoring plans. The graphic look and use of icons and tables will be established early with the City to ensure focused production of the CAP. AECOM will prepare a document template for use by Studio 30 students to complete the CAP, emphasizing brevity and maximizing use of informative graphics.

Our CAPs have been recognized by the American Planning Association (Sacramento Valley, Los Angeles, and Northern California Sections) and the Southern California Association of Governments (SCAG) as award-winning and exemplar documents. Reviewing agencies, such as the Bay Area Air Quality Management District (BAAQMD), have also commented favorably on the rigorous and transparent methodologies, and accessibility and ease of use of our CAP documents.



California Environmental Quality Act Compliance

AECOM takes great care to prepare CAPs in a manner that takes full advantage of development streamlining potential. State CEQA Guidelines Section 15183.5 allows jurisdictions to analyze and mitigate the significant effects of GHGs at a programmatic level by adopting a plan for the reduction of GHG emissions. Later, as individual projects are proposed, project-specific environmental documents may tier from and/or incorporate by reference that existing programmatic review in their cumulative impacts analysis. Project-specific environmental documents prepared for projects found to be consistent with the CAP may rely on the programmatic analysis of GHGs contained in the CAP and accompanying environmental documentation. A project-specific environmental document that relies on the CAP for its cumulative impacts analysis must identify the specific CAP measures applicable to the project and how the project incorporates the measures. If the measures are not otherwise binding and enforceable, they must be incorporated as mitigation measures applicable to the project. If substantial evidence indicates that the GHG emissions of a proposed project may be cumulatively considerable, notwithstanding the project's compliance with specific measures in this CAP, an EIR must be prepared for the project.

AECOM has extensive experience preparing CAPs that comply with the CEQA Guidelines requirements for a plan for the reduction of GHG emissions. We will monitor the development of all project components to ensure that the ability for the City to tier future projects from the CAP is preserved, and will design the CAP document to identify the process the City and future project applicants must follow in order to streamline projects.

We note that the RFP does not request consultant services to prepare a CEQA environmental document for the CAP, although successful implementation of State CEQA Guidelines Section 15183.5 would require the City to prepare such a document. Many of our clients have determined that adoption of a CAP subsequent to a general plan update requires separate CEQA review (typically an IS/MND), while other clients have reached the opposite conclusion. The deciding factors are the general plan's direction for preparation of a CAP, the extent to which measures in the CAP were anticipated in the General Plan, and the extent of analysis in the accompanying EIR.

In Lodi's case, General Plan policy C-P36 directs the adoption of a comprehensive climate action plan and but does not contain details of the contents of that document or potential GHG reduction measures that could have other environmental impacts if implemented. The City will need to reach an independent conclusion as to whether policies and implementation measures in the General Plan evaluated in the EIR provide sufficient coverage for adoption of the CAP. AECOM will recommend to the City whether the CAP can be exempted from further CEQA review based on the analysis in the General Plan EIR or whether subsequent CEQA review is advisable and the potential cost for that additional analysis.

AECOM has substantial experience preparing CEQA documentation for General Plans and Climate Action Plans, and recently successfully completed an Environmental Impact Report for the City of Citrus Heights General Plan and GHG Reduction Plan. We would be happy to discuss with the City the available CEQA compliance strategies for the CAP, but preparation of an environmental document is beyond the current scope of work.



Public Outreach

We envision an approach to the work program that includes community involvement. We propose to use a variety of creative methods to build interest and community ownership of the CAP and its proposed GHG reduction measures. We understand techniques that effectively engage City residents and know key stakeholders within the community. For Lodi, involving the community early and often in the process will be key to success. In addition to traditional stakeholders, key leaders from Lodi Electric Utility's largest customers will be specifically invited as stakeholders to participate in the community outreach process, to provide input to staff and decision-makers, and to review and comment on the draft CAP.

Our work program centers upon a stakeholder workshop, a community workshop, a joint Planning Commission/City Council study session, and two public hearings further described in the Scope of Work. The objective of the workshops is to offer public education regarding impactful and cost-effective GHG reduction opportunities in the community, as well to facilitate a critical review of the proposed measures to aid in appropriate, context-specific implementation. We intend the community meeting to be highly engaging and interactive so that participants will feel that they have a stake in shaping measures that are ultimately included in the CAP.

Lodi has a diverse population, including over 36 percent who self-identify as Hispanic or Latino. AECOM is committed to engaging all segments of the community, residents and businesses. We intend the stakeholder meeting as an opportunity to engage with community stakeholders representing these diverse groups. An outcome of the stakeholder meeting will be a strategy to work with community organizations, such as El Concilio and the Hispanic Business Committee of the Lodi Chamber of Commerce, to ensure that the community meeting is effective in capturing broad public participation. We will work with the City and community organization to ensure that City staff and/or representatives of community organizations are available at community meetings to facilitate participation by community members for who are not completely comfortable communicating in English. We have found that trusted community organization provide the best avenue for engaging the community when language and cultural issues may be a factor. AECOM can also provide Spanish language translation, if needed, as an optional service.



02

Description of Organization, Management and Team Members

Our team for this project consists of AECOM, Design + Planning + Economics, as prime consultant supported by faculty and students from University of California at Davis Extension Studio 30 (Studio 30) and Nelson\Nygaard.

AECOM's team of planners, economists, and public outreach specialists have substantial, recent, local, and award-winning expertise preparing CAPs that demonstrate compliance with AB 32, SB 375, and the California Environmental Quality Act Guidelines (State CEQA Guidelines), while advancing community-wide sustainability and promoting public outreach and education. We also have substantial experience working with cities that have their own electric utility, such as Roseville and Burbank. We have worked in Lodi and San Joaquin County and are familiar with the community and its surroundings, therefore.

The project will be managed from AECOM's Sacramento office to better collaborate with UC Davis Extension's Studio 30. Studio 30 focuses students on real-world projects with actual clients (typically cities, counties, agencies or NGO's); as well as providing lectures and skills training. The Studio is designed to engage professional and academic expertise from the community and university to collaborate with UC Davis graduate students and outstanding upper division undergraduates to address issues of community planning, design, economic development and sustainability. Projects and activities include land use and urban design plans, site plans and analyses, sustainability studies, public workshops, visioning, focus groups, design charrettes, advisory committees, and solution summits combining professionals with students. Nelson\Nygaard is a sustainable transportation expert with extensive experience throughout California. The firm will provide valuable insight relating to the transportation section of the CAP.

AECOM's Project Director will be Jeff Goldman, who has carried out the same role on a number of local CAP projects, including for the City of Roseville, City of Mountain View, City of Citrus Heights, and Suisun City. Our project manager will be Jeff Henderson, who has managed 12 CAP projects over the last few years. Jeff will serve as the primary day-to-day project contact person and non-student project manager. In addition, he will serve as a Studio 30 Fellow at UC Davis and, with Dr. Jeff Loux and Julia Lave Johnston, will direct the students in completion of analyses required for the Lodi CAP.

Organization Chart



The technical lead for preparation of the CAP will be Culley Thomas, who has served in the same role on 12 CAPs. He will lead AECOM staff members George Lu, who will provide GHG analysis and Jessica Law, who will be primary author of the CAP and lead public outreach in tandem with Studio 30. In addition to the support provided by Studio 30, AECOM will rely on Nelson\Nygaard staff members Jeremy Nelson, who will provide guidance on transportation strategy, Colin Burgett for VMT analysis, and Paul Jewel for transit.

All team members will report to and be guided by Jeff Henderson, who, as Project Manager, will be responsible for monitoring task assignments, budget constraints, and schedule.

Our proposed team members possess a thorough knowledge of climate change planning and sustainability, and have developed innovative techniques to provide clients with cutting-edge planning for GHG reduction in cities and counties. The project team is presented in the organization chart on the preceding page, and brief biographical descriptions for key staff follow. Full resumes for the project team are provided in Appendix A.

Key Staff

Jeff Goldman, AICP has over 30 years of experience in community planning, with an emphasis on land use, housing, socioeconomic issues, community development, and economic development policy issues. Mr. Goldman has directed work on city and county general plans, specific plans and corridor plans, development codes (including form-based codes), land use, population, and housing studies, and CEQA documents related to these plans. Since joining AECOM, Mr. Goldman's work has increasingly focused on strategic planning and implementing measures for sustainability, climate change, and climate adaptation. Examples include general plans with climate change elements or sections, safety elements that address hazards related to climate change and adaptation strategies, climate action plans, and corridor plans and development codes that contain measures contributing to GHG reduction (particularly for the transportation and building sectors). Since

2006, Mr. Goldman has directed work on climate action plans for 10 cities and counties and climate change sections for five general plan updates.

Many of the community planning assignments have involved outreach to special needs and cultural and language minority groups. Community outreach has included working with community organizations, business and civic groups, and service providers to address the specific concerns of cultural and ethnic communities of interest and to translate written materials and presentations into other languages.

Jeff Henderson, AICP is an urban planner and senior project manager with experience managing climate change projects, including CAPs and GHG reduction analyses related to general plan updates. He has 15 years of experience in the fields of land use and environmental planning and geographic information systems (GIS) services. His technical and management experience includes substantial roles in more than 12 general plan update programs, more than 12 Climate Action Plans (CAPs), and large scale specific plans in both northern and southern California. Many of these projects have been recognized as award-winners by professional organizations and regional governments. He has extensive knowledge of how climate change policy applies to local jurisdictions, experience evaluating GHG emissions inventories and projections, and substantial experience developing GHG reduction policies, measures, and actions.

Culley Thomas is an urban/environmental planner with experience in municipal environmental performance planning, comprehensive planning, land use planning, and policy analysis and development. Mr. Thomas has a strong background in developing municipal sustainability programs. He has worked with a wide variety of city and county governments developing climate change action policies, energy and water efficiency programs and waste reduction programs. He is also leading the Sacramento office's initiative to integrate environmental performance indicators into comprehensive and specific planning processes for the purpose of helping local governments meet their long term GHG emissions targets. Mr. Thomas is currently providing climate

change planning analysis for the Alameda County, Solano County, Yolo County, Albany, Piedmont, Mountain View, Union City, and Citrus Heights CAP efforts.

Jeff Loux, Ph.D. is a Department Chair, Director of the Land Use and Natural Resources Program at the University of California, Davis, Extension, and a faculty member in the Department of Environmental Design at UC Davis. He has worked in the public, private and academic sectors for nearly 30 years addressing land use planning, community development, sustainable planning, urban design, natural resource management, public policy dispute resolution and mediation, and water resources policy. He currently directs a professional education program that offers 140 classes, conferences and training sessions for 4,500 participants annually. Dr. Loux has been involved in all types of land use planning projects including various community General Plans, specific plans, design guidelines, climate action plans, sustainability plans and site design for various development types.

Julia Lave Johnston is co-Director of Land Use and Natural Resources at UC Davis Extension (UCDE). She oversees professional certificates and focus areas in Land Use and Environmental Planning, Green Building and Sustainable Design, Sustainability and the Built Environment, and Conflict Resolution. She also manages the new UCDE Sustainable Studies Program. Previously she was Deputy Director for Planning Policy in the State Clearinghouse and Planning Unit of the Governor's Office of Planning and Research (OPR). While at the state, she focused on land use, regional and community planning policy, climate change, and interagency coordination. She represented OPR on the Climate Action Team and co-chaired its Climate Change, Land Use and Infrastructure (CCLU-In) subcommittee. Previous positions include Senior Policy Analyst at the California Research Bureau (CRB) and Project Manager with the Local Government Commission (LGC).

Jeremy Nelson has 12 years of experience as a multimodal transportation researcher, planner, and policy analyst in the public, private, and non-profit sectors. Jeremy is one of Nelson\Nygaard's leaders in developing regional transportation plans to support land use and economic development goals, creating clear and persuasive plan documents, and facilitating community and stakeholder outreach. Jeremy Nelson had a key role in the development of the San Francisco Better Streets Plan, which is one of the pioneering complete streets documents in the United States.

Role of Studio 30 Students

Studio 30 is an integral part of the process and not students just tagging along. Our approach is for AECOM, Nelson/Nygaard, and Studio 30 faculty to provide strategic guidance to Studio 30 students, who will provide much of the horsepower to complete the project. Studio 30 students will be engaged in the entire project from start to finish, with greater emphasis on some tasks than others. In the interest of clearly defining the role of students and the role of the consultant in shared aspects of the work program, our scope of services describes key roles in each of the following tasks:

Task 1 – Project Management

AECOM will provide project oversight and management and serve as lead contact. AECOM staff, Nelson/Nygaard staff, and Studio 30 faculty will attend the kick-off meeting. Nelson/Nygaard staff and Studio 30 faculty will also be available as needed for additional project meetings.

Task 2 – Baseline GHG Inventory and Projections

With technical oversight from AECOM and Nelson/Nygaard, Studio 30 students will evaluate and update the communitywide GHG inventory and evaluate or prepare projections as described above for 2020 and 2030. AECOM and Nelson/Nygaard will review all materials produced prior to submittal to the City.

Task 3 – Public Outreach

AECOM will facilitate all public meetings, and AECOM and Nelson/Nygaard will provide technical information supporting each meeting. With oversight from AECOM and Studio 30 faculty, Studio 30 students will prepare boards, fact sheets, comment cards, presentations, and other supporting materials for the stakeholder meeting and community meeting. Students will also attend the community meeting.

Task 4 – GHG Reduction Strategies and Goals

With oversight from AECOM, Nelson/Nygaard, and Studio 30 faculty, Studio 30 students will conduct a review of existing policies and programs. Studio 30 students will prepare a summary report to support

measures development.

AECOM and Studio 30 faculty will provide a document and data framework for this community assessment and assist Studio 30 students to conduct this analysis.

AECOM and Nelson/Nygaard will identify potential emission reduction measures. Nelson/Nygaard will develop transportation-related measures and AECOM will identify non-transportation-related measures. Studio 30 faculty and students will break into sub-groups by strategy/sector to research additional best practices, and evaluate the “fit” of each proposed measure to Lodi.

AECOM and Nelson/Nygaard will conduct an emissions reduction analysis using the Climate Action Planning Toolkit and Trip Reduction Impact Analysis (TRIA) tool. AECOM and Studio 30 faculty will review existing emission reduction methodologies with Studio 30 students and work with the students to identify new innovative reduction methods that could be included in the Lodi CAP.

AECOM will conduct an economic analysis, and Studio 30 students will collect and organize data for the analysis. Nelson/Nygaard will develop cost estimates for transportation programs and projects and assist with identification of co-benefits (public health, safety, economic development, etc).

Task 5 – Climate Action Plan Document

AECOM will oversee the production of the CAP. Studio 30 faculty and students will develop content of Chapters 1 and 2, and will assist with portions of Chapter 3 of the administrative draft CAP. Nelson/Nygaard will provide input for the transportation section of Chapter 3. AECOM will also review and edit an internal draft before the document is provided to the City.

The students would also participate in public meetings and some project management discussions.



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03

Organization Qualifications

Our team for this project consists of AECOM, Design + Planning + Economics, as prime consultant supported by faculty and students from University of California at Davis Extension Studio 30 (Studio 30) and Nelson\Nygaard. Following are profiles and qualifications for each firm that demonstrate how the AECOM team can provide assistance with preparation of the City's CAP.

AECOM

AECOM's planning, design, and environmental practices provide a blend of global reach, local knowledge, innovation and technical excellence in delivering solutions that enhance and sustain the world's built, natural and social environments.

AECOM has an established culture of innovation in resource management, community planning, and environmental compliance work. Our staff are experts in the California Environmental Quality Act (CEQA), GHG analysis and mitigation, effects of climate change, municipal planning, community land use planning, and sustainable planning and design. These qualities are extremely well suited for providing high quality services to develop climate planning strategies for cities and counties.

AECOM companies have been a guiding force in environmental planning and design for decades. Our long, successful tenure has resulted from the firm's provision of excellence in service and quality of work products. AECOM seeks to build long-term working relationships and partnerships with clients. Key components of our performance include strong client/consultant communication, anticipating and resolving issues, looking out for our clients' interests, "no surprise" proactive project management, and extensive involvement of principals and senior staff in all projects. Our intent is to fully satisfy project objectives, agency requirements, and client needs.



AECOM has in-house staff expertise in the following areas:

- GHG impact analysis and mitigation under CEQA
- Carbon-reduction and climate action strategies
- Sustainable project design and planning
- Climate change vulnerability and resiliency
- Energy conservation and generation systems
- Air quality studies
- Public outreach and community involvement
- Environmental analysis and CEQA/NEPA documentation
- Land use planning, General Plans, and ordinances
- Sustainable economics and fiscal issues

From the passage of executive orders and legislation aimed at restricting and reducing GHG emissions and comments on environmental documents, it has become evident that climate change is a significant social issue that demands consideration in community planning and lifestyle choices.

As a firm, AECOM has been developing methods for estimating and analyzing GHG emissions and incorporating relevant policies and actions into municipal planning since the passage of the California Global Warming Solutions Act of 2006 (AB 32). We routinely conduct climate change analyses for our CEQA documents, and we are preparing climate action plans for many of our municipal clients.

We have been refining our approach to the analysis on each plan or project, in keeping with our continual search for innovatively effective approaches in this still evolving topic.

Nelson\Nygaard

Nelson\Nygaard Consulting Associates Inc. is distinguished by its commitment to planning transportation systems and identifying mobility improvements that help build and support vibrant, sustainable communities.

A fully multimodal approach, drawn from the real world experiences of industry specialists, is a hallmark of every Nelson\Nygaard project. Covering all modes of transportation, we specialize in planning, operations, and implementation, balancing the goals of each community with the advantages provided by each mode including transit, paratransit, pedestrian, bicycle, auto, and parking.

Since its inception in 1987, Nelson\Nygaard has grown into a nationally recognized firm with seven offices across North America. Today, our personnel work with a wide variety of clients including public transit operators, regional and state planning organizations, city and county municipal departments and private sector customers, and our projects span the globe.

Analyzing the Most Cost Effective Tools for Reducing CO2 Emissions

Nelson\Nygaard is an industry leader in multimodal transportation planning, CO2 emissions abatement analysis, and the application of transportation strategies to carbon markets. Our experience covers cutting-edge research into the potential for transportation emissions abatement carried out for the California Climate Registry and the American Public Transit Association, as well as development of climate action plans for municipalities, transit agencies, private employers, and community organizations.

In most US states, the transport sector is the biggest emitter of Greenhouse Gas emissions, and within the transport sector, personal driving produces over 70% of emissions. Thus, a key strategy in reducing climate changing emissions is to design communities that are walkable, bikeable and transit friendly. These denser, mixed-use cities provide viable alternatives to driving and thus reduce vehicle miles traveled. Communities designed in this way have many other tangible

benefits, such as improved public health and greater safety. Nelson\Nygaard has developed methodologies for studying the cost-effectiveness of transportation and land use strategies for reducing greenhouse gas emissions. The analysis considers a range of strategies from transit investments and operations to land use changes. The analysis generates a cost curve that can be used to inform policy options, and a set of cost-effective emissions abatement strategies that can be used for raising capital. We bring not only up-to-date knowledge of the latest climate change legislation, but also have vast experience in helping cities form their transportation and land use policies to meet ambitious goals for CO2 reduction. Strategies include shifting density toward transit intensive areas, more stringent TDM requirements for new development, impact fees, parking pricing and significant improvements to walking, bicycling, and transit infrastructure.

UC Davis Studio 30

The Land Use and Natural Resources program (LUNR) of UC Davis Extension is teaming with professionals, academics and students from the American Planning Association (APA), the UC Davis Community Development and Geography Graduate groups and the Landscape Architecture program to create an exciting opportunity for students and professionals to collaborate on community planning projects.

The practice of land use and environmental planning is going through a period of upheaval. Studio 30 is an opportunity for experience to meet innovation and lay the ground work for the future of the profession. We believe that the synthesis of working professionals with top graduate and undergraduate students will enrich both, and lead to new creative and replicable planning solutions and products.

Studio 30 will focus on real world projects with actual clients (typically cities, counties, agencies or NGO's); as well as providing lectures and skills training. The Studio is designed to engage professional and

academic expertise from the community and university to collaborate with UC Davis graduate students and outstanding upper division undergraduates to address issues of community planning, design, economic development and sustainability. Projects and activities will include land use and urban design plans, site plans and analyses, sustainability studies, public workshops, visioning, focus groups, design charrettes, advisory committees, and solution summits combining professionals with students.



Community meeting conducted for the Union City CAP

AECOM Project Experience

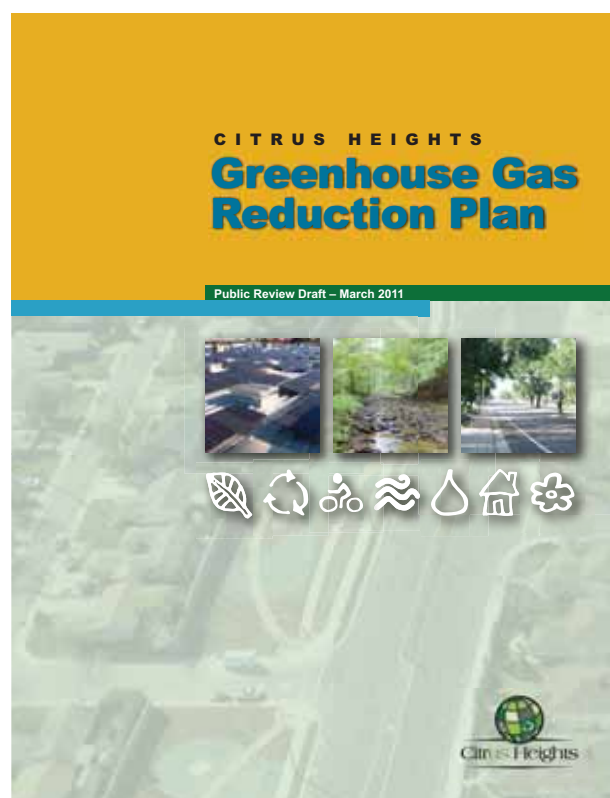
AECOM has spearheaded a range of pioneering efforts by local governments in climate change mitigation. Our portfolio of Climate Action Plans includes many California cities (e.g., Union City, Albany, Piedmont, Mountain View, Citrus Heights, San Clemente, Monterey Park, Roseville, San Bernardino, West Hollywood) and counties (e.g., Alameda, Solano, San Diego, Shasta, Yolo), as well as cities from the East Coast (e.g., Baltimore, MD) and Midwest (e.g., Lee's Summit, MO). In leading these efforts, we have developed highly tailored and cost-effective GHG reduction policies and programs for a wide range of environmental, economic, social, and political contexts.

Following is a representative sample of our recent experience preparing CAPs, as well as the experience of our teaming partners.

Citrus Heights General Plan Update + Climate Action Plan, CA

Key Staff involved: Jeff Goldman, Project Director; Jeff Henderson, Project Manager, Culley Thomas, Climate Change Analyst/Urban Planner

AECOM assisted the City of Citrus Heights with an update of its 2000 General Plan with a focus on four items: climate change/sustainability issues resulting from AB 32 and SB 375; circulation and mobility issues; water quality and low impact development issues; and flood control legislation. The AECOM team developed sustainability strategies which included GHG reduction targets and measures incorporated within the General Plan. A Greenhouse Gas Reduction Plan (GGRP) and EIR accompanied the General Plan Update. City-wide GHG reduction targets, goals and policies were included within the General Plan Update, which also included sustainable mobility policies that address Complete Streets legislation.





Yolo County Climate Action Plan, CA

Key Staff involved: Jeff Henderson, Project Manager; Culley Thomas, Climate Change Analyst/Urban Planner; George Lu, GHG Analyst

AECOM completed a Climate Action Plan (CAP) for Yolo County. The CAP defines GHG reduction and climate adaptation implementation provisions that are feasible, readily executed, and tailored to the unique rural and agricultural character of Yolo County and the land use direction of the County's recently adopted General Plan (e.g., smart, compact development in specific plan areas). AECOM prepared a basic menu of applicable best management practices for GHG reduction. AECOM also developed a defensible CEQA significance threshold, and managed public outreach to support the project.

The Yolo County CAP won the 2011 Innovation in Green Planning Award in the American Planning Association Sacramento Valley Region Awards Program.

City of Roseville, Community-Wide Sustainable Action Plan, CA

Key Staff involved: Jeff Goldman, Project Director; Jeff Henderson, Project Manager; Culley Thomas, Climate Change Analyst/Urban Planner

AECOM prepared the sustainability action plan (SAP) for the City of Roseville, which included a community-wide inventory of baseline emissions, development of programs and policies to reduce emissions from all sources and sectors, and a mechanism to quantitatively track emissions reductions from implementation of the SAP. As part of the work effort, AECOM assisted in the implementation of a community-wide sustainability public outreach campaign that used tailored community-based social marketing (CBSM) mechanisms, traditional public outreach strategies, and established bodies of community participation. AECOM assisted the City in facilitating a 36-member action committee to increase awareness of the community's sustainability efforts and responsibilities and to assist in the preparation of the SAP.

Union City Climate Action Plan, CA

Key Staff involved: Culley Thomas, Climate Change Analyst/Urban Planner; George Lu, Air Quality/Climate Change Analyst

AECOM developed a Climate Action Plan and associated environmental clearance documentation (Initial Study and Negative Declaration) to help achieve the City's goal of a 20% GHG emission reduction below 2005 levels by the year 2020. The Climate Action Plan and CEQA document were formally adopted by the City Council in October, 2010. The CAP included analysis of existing GHG emissions inventory; GHG reduction and adaptation strategies; a cost effective community engagement process; quantitative analysis of proposed GHG reduction measures in terms of emission reductions; public and private costs, and private savings; funding sources and financing mechanisms; and a robust implementation plan. Our energy modeling tool, the Sustainable Systems Integrated Model for Energy (SSIME), was used to help quantify possible energy and carbon savings (and associated costs) from the City's commercial and residential building stock. In addition, transportation modeling was conducted in collaboration with Nelson Nygaard, in an effort to produce locally specific and effective strategies to reduce vehicle-miles-travelled. The effort also included six meetings with a Climate Protection task force made up of city staff, local citizens, and other key stakeholders, two community meetings, and three public hearings with the Planning Commission and City Council.

The Union City CAP has won a 2011 Innovation in Green Community Planning Award of Merit in the American Planning Association California Northern Section Awards Program.

Mountain View Climate Action Plan Development, CA

Key Staff involved: Jeff Goldman, Project Director; Jeff Henderson, Project Manager; Culley Thomas, Climate Change Analyst/Urban Planner; George Lu, Air Quality/Climate Change Analyst

We are assisting the City of Mountain View with an update of its 1992 General Plan. As part of this effort, we are assisting the City to work with an Environmental Sustainability Task Force charged by the City Council with developing sustainability strategies for the City, including greenhouse (GHG) reduction targets and measures to be incorporated within the General Plan. We are assisting the City with public outreach associated with this effort, including providing a station describing key climate change facts and strategies at a visioning fair.

The outcome of these efforts will include an adopted community-wide GHG reduction target, goals and policies addressing GHG reduction to be incorporated within the General Plan, and a stand-alone Greenhouse Gas Reduction Program, detailing each measure the City will employ. These measures will be evaluated for efficacy related to the adopted target.



West Hollywood General Plan Update EIR and Climate Action Plan, Los Angeles County, CA

Key Staff involved: Jeff Henderson, Project Manager; Culley Thomas, Climate Change Analyst/Urban Planner

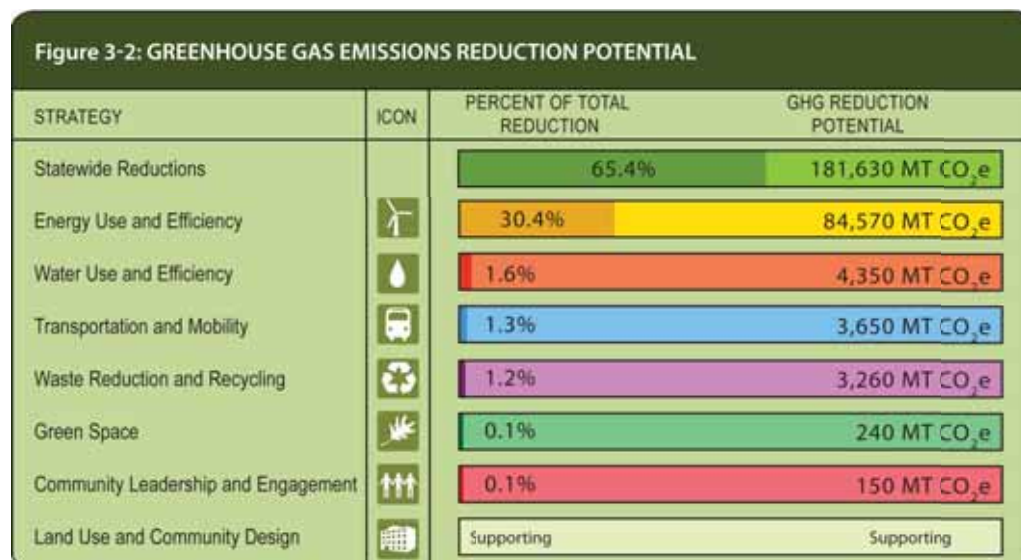
AECOM assisted the City of West Hollywood in completing an EIR for its General Plan update. The AECOM team developed sustainability strategies which include GHG reduction targets and measures to be incorporated within the General Plan. AECOM also prepared a climate action plan to accompany the General Plan update. City-wide GHG reduction targets, goals and policies are included in the General Plan update. The strategies included within the Plan recommend achieving GHG reductions through community leadership and engagement; land use and community design; transportation and mobility; energy use and efficiency, water use and efficiency, waste reduction and recycling; as well as green space.

The City of West Hollywood's Climate Action Plan was selected by Southern California Association of Governments to receive a 2011 Compass Blueprint Recognition Award for Visionary Planning for Sustainability; and by the American Planning Association, Los Angeles Section to receive a 2011 Innovation in Green Community Planning Award.

Suisun City General Plan Update, CEQA, and Zoning, CA

Key Staff involved: Jeff Goldman, Project Director; Jessica Law, Urban/Environmental Planner

Suisun City is a historic waterfront town bordered by the Suisun Marsh, the City of Fairfield, and Travis Air Force Base. Since the 1980s, the City has grown to become a Bay Area commuter suburb. The downtown waterfront has evolved into to a mixed-use neighborhood and visitor destination. The City is mostly built out except for several infill parcels and a transit development opportunity site. AECOM is updating the General Plan to comply with changes in planning and environmental laws, identify infill development opportunities, enhance pedestrian and bicycle connectivity, and improve the City's economic base. Climate change and the potential effects of sea level rise are also key topics. AECOM is also preparing an EIR and updating the Zoning Ordinance to make it more user friendly and include illustrated design guidance. The zoning update will occur concurrently with the General Plan update to implement the overall guidance contained in the General Plan.



Yuba County General Plan Update and EIR, CA

Key staff involved: Jeff Goldman, Project Director; Culley Thomas, Climate Change Analyst/Urban Planner

AECOM is providing a climate change analysis for Yuba County's General Plan Update. Our experts will summarize the sources of GHG emissions, their potential influence on climate change, the current state of the science, and applicable regulations (e.g., AB 32, SB 375). This summary will cover a number of issue areas, including water supply, water quality, sea level rise, flooding, wildfire, weather extremes, health risks, biological resources, fuel consumption, agriculture, and air quality. We will then analyze GHG emissions and climate change impacts for several growth alternatives for the General Plan Update and prepare an estimated inventory of GHG emissions for the preferred alternative, consistent with the methodologies and data used to estimate GHGs for existing conditions.

Solano County General Plan + Climate Action Plan, CA

Key Staff involved: Jeff Goldman, Project Director; Jeff Henderson, Project Manager; Culley Thomas, Climate Change Analyst/Urban Planner; George Lu, Air Quality/Climate Change Analyst

The Solano County General Plan Update Program involved a comprehensive revision to most of the County's General Plan elements. The majority of these elements were prepared in the mid- to late-1970s. The Program included the preparation of a General Plan EIR. The General Plan Update Program addressed the following objectives: incorporate all General Plan elements into a single, integrated document; integrate information and policies from various area and special topic plans prepared over the past 25 years; update land use, environmental, economic, and demographic background and technical information; update policies and implementation measures to continue the County's guiding principles of city-centered development and the protection of farmland, open space, and natural resource areas; conduct a comprehensive public outreach program; prepare special area policy plans for portions of the County that may experience changes in land use or have specific issues of concern in addition to issues applicable county-wide; and address the anticipated extension of the voter-approved Orderly Growth Initiative.

Supplemental tasks have been added to develop goals, policies, and implementation strategies that will allow the County to accommodate growth while reducing GHG emissions and also adapt to foreseeable adverse impacts of climate change.

As part of the updated General Plan, we recommended a Sea Level Rise Strategic Program for the County, one of the first of its kind. AECOM is also under contract to develop a Climate Action Plan to achieve the GHG reduction targets outlined in the General Plan Update.

Burbank General Plan Update + GHG Reduction Plan, CA

Key Staff involved: Jeff Goldman, Project Director; Jeff Henderson, Project Manager

AECOM is preparing an Air Quality Element, Climate Action Plan, and General Plan Update EIR for the City of Burbank. As part of this work, we are completing a baseline GHG emissions inventory for base year 2010, emissions projections for 2020 and 2035, a General Plan Air Quality Element focused on reducing both criteria pollutants and GHGs, and a Program EIR. We are also preparing a standalone GHG Reduction Plan to accompany the updated General Plan.

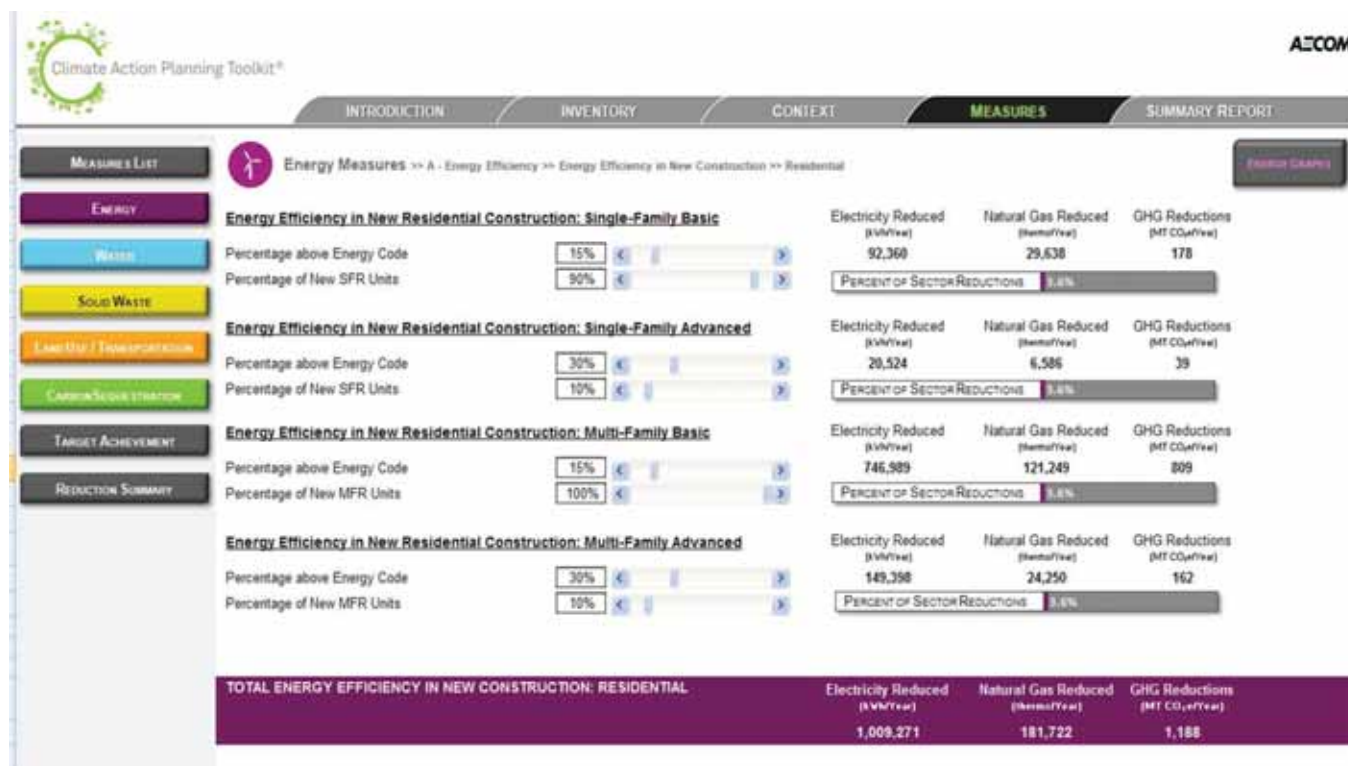


Albany + Piedmont Climate Action Plans, CA

Key Staff involved: Jeff Henderson, Project Manager; Culley Thomas, Climate Change Analyst/Urban Planner; George Lu, Air Quality/Climate Change Analyst

AECOM worked with the cities of Albany and Piedmont to prepare climate action plans to prioritize greenhouse gas (GHG) reduction measures for the cities, identifying economic costs/benefits for each measure, and identifying how each proposed measure contributes toward meeting established GHG reduction targets. The CAPs also includes public outreach and coordination with city advisory committees and will be incorporated within their ongoing general plan updates.

The CAPs address measures to reduce GHG emissions generated by city-operated facilities (e.g., water treatment plants) and other community sources, including indirect sources (e.g., motor vehicle trips). They will include targets for carbon emissions reductions and measures that incentivize green building and energy-efficiency retrofits, encourage land use planning policies that limit vehicle-miles travelled, and provide opportunities for renewable energy sources. In order for the cities to achieve reduction goals, AECOM will encourage metrics that allow for an increasing population and an expanding economy but are still consistent with California's GHG reduction mandates.



Climate Action Planning Toolkit

The Climate Action Planning (CAP) Toolkit is a decision support model that allows local governments to develop effective greenhouse gas reduction and related sustainability strategies for their communities.

The Toolkit:

- Organizes existing conditions, greenhouse gas (GHG) emissions inventory, and forecast data, (b) allows jurisdiction to select measures and customize the measure assumptions to the community's specific context.
- Automatically quantifies greenhouse gas reductions, energy and water savings, waste diversion, and other sustainability co-benefits.
- Provides summary outputs tables and charts that can be directly imported into public outreach materials and plan documents.
- Assists in the implementation and monitoring of the resulting plans.

The Toolkit was designed to be user-friendly and facilitate the jurisdiction's capacity to develop and implement their selected measures. Use of the Toolkit with AECOM clients has helped ensure efficient and effective planning processes.

The Toolkit is calibrated to a jurisdiction's specific context and contain detailed existing conditions, inventory, and forecast data. This data provides inputs needed for measure quantification and helps staff, decision makers, and stakeholders to better understand the climate and sustainability planning context. Within the measure development module, clients are able to select appropriate measures and game key performance and participation variables to tailor the policy design to fit their technical, socioeconomic, and political context. The gaming of assumptions is critical for customizing measures to fit the community's particular political, economic, and physical context. After the jurisdiction customizes the measure assumptions, the calculator will automatically quantify energy savings, GHG reduction, and financial performance metrics.

Nelson\Nygaard Project Experience

San Francisco Planning and Urban Research (SPUR): Analysis of San Francisco's Options to Reduce Greenhouse Gas Emissions, CA

The San Francisco Planning and Urban Research Association (SPUR) is a public-policy think tank that promotes good planning and good government through research, analysis, public education, and advocacy. SPUR undertook a study in 2008 to study the specific strategies the City of San Francisco could use to meet the GHG emissions reductions targets in its climate action plan. Nelson\Nygaard led the analysis of transportation and land-use strategies for this study, evaluating the total emissions potential of a package of local and regional emissions reductions strategies related to transit, transportation demand management, parking, traffic, pricing, and development, with an emphasis on determining both total impact and the cost per unit of emission abatement. The study concluded that, in the area of transportation, the city should focus its emissions abatement efforts on strategies that coordinate land use and transportation efforts on a regional scale.

San Francisco Bay Area Climate Action Plan Cost Effectiveness Analysis, CA

Nelson\Nygaard and Arup collaborated to develop a cost effectiveness analysis of BART's Climate Action Plan. Nelson\Nygaard led a cost-effectiveness study of transportation and land use strategies for reducing greenhouse gas emissions. The analysis considered a group of strategies ranging from transit capital investments and service expansions to station access strategies and the use of land around stations. The outcome of the study was a cost curve that the agency can use in evaluating policy options, and a set of cost-effective emissions abatement strategies that BART can use in appealing for funding.

The cost curve developed through this analysis suggests that, both in the short term for BART, and in the long term for the region as a whole, there are transportation and land use strategies for reducing GHG emissions that are extremely cost-effective compared to strategies likely to be employed in other sectors of the economy. The most important conclusion for BART is that there are available GHG emission abatement strategies that benefit multiple agency goals. Such strategies, which include transit-oriented development, feeder shuttle services, marketing, and fare incentive programs, have the potential to produce regionally significant levels of GHG emissions abatement, increase ridership, and take advantage of spare system capacity, all without new expense (or even with overall fiscal benefits).

Lake Tahoe Basin Tahoe Sustainability through Mobility Plan, CA

Nelson Nygaard is currently working with the Tahoe Regional Planning Agency to create a Sustainability through Mobility Plan, focusing on the transportation elements of the SCS. The goal of this plan is to develop policies that reduce greenhouse gas emissions from the transportation sector in the Tahoe Basin by providing more options to single-occupant vehicle travel for both residents and visitors. Proposed policies analyzed by Nelson\Nygaard include parking management, street design, transportation demand management, and investments in transit, bicycling, and pedestrian networks.

The core of Nelson\Nygaard's work has been to help define the appropriate transportation policy measures; to analyze the estimated reduction in trips, VMT, and GHG that could be achieved with these policies; and to provide technical implementation assistance to help "operationalize" some of the policies. Nelson\Nygaard's Sustainability through Mobility Plan and especially the quantitative trip reduction impact analysis (TRIA) estimates will ultimately integrate into the Regional Plan/SCS (currently under development) as well as the pending Regional Transportation Plan.

Project Commitments

We have assigned project personnel that have the appropriate experience and necessary availability to complete this CAP. Though our team members have commitments to other projects during the timeframe of the Lodi CAP, we have ensured that they do not have any commitments that will prevent them from devoting the time needed. Our office and staff take pride in completing projects within stated schedules and have not missed deadlines due to a lack of capacity or resources or any other reason within our control.

During the timeframe of this project, AECOM team members are committed to the following major projects:

Jeff Goldman:

Lake Tahoe Regional Sustainability Plan

Jeff Henderson:

Amador County General Plan Update/EIR
City of Burbank General Plan Update/EIR
City of Santa Ana CAP
Yolo County Clark Pacific Project EIR

Culley Thomas:

Yuba County CAP
Shasta County CAP
City of Turlock IMPACS Model Development

George Lu:

Baltimore CAP
Yuba County CAP
Lee's Summit CAP
Volusia County SAP

Jessica Law:

California High Speed Rail Authority, Public
Outreach Programs (Merced to Fresno)

During the timeframe of this project, Nelson\Nygaard team members are committed to the following major projects:

Jeremy Nelson:

Ferry Building Plaza
Palace of Fine Arts Study
SC County Public Health Element
Tahoe RTP
Tahoe Enviro
Vallejo Ferry Parking Study
Sacramento Parking Code
Westside LA Mobility Study
SFpark
KC MARC Complete Streets Toolkit
WETA Berkeley Parking

Colin Burgett:

Alameda Transit Access Plan
Alameda Point TMP
BART Daly City TOD
Brisbane Baylands EIR
Los Altos 44 Main Street
MTC 880
San Diego Euclid Market Village Plan
SF MOMA
Soledad Downtown Specific Plan

Paul Jewel:

Fresno Consolidation
Bakersfield LRTP
NNTMA, Alameda BRT
Rancho Cordova and Muir Woods



04

Scope of Work

Our proposed scope of work is organized into five tasks as presented below.

TASK 1. PROJECT MANAGEMENT

While AECOM, UC Davis Studio 30, and Nelson/Nygaard will all play important roles in the development of the City's Climate Action Plan (CAP), AECOM will be responsible for oversight and management of the work program and project team. AECOM will be accountable to the City for the quality and completeness of work products. AECOM will regularly consult and communicate with City staff to ensure efficient and effective completion of the work program.

1.1 Project Management and Meetings with City Staff

AECOM will provide project management and administrative services to track project progress, maintain schedule and budget, and respond to requests for information. AECOM will coordinate with City staff to plan and participate in an initial project kick-off meeting to discuss project management expectations and confirm work program milestones and schedules. We recommend that staff from Community Development, Public Works, Lodi Electric Utility, and the City Manager's office attend this kick-off meeting. This session will also be a valuable opportunity for the consultant team to hear first-hand about any specific goals or potential challenges identified by City staff, as well as to discuss methodology and collect policy and program details that will help inform the existing policy and program review. This meeting also provides an opportunity to identify key contacts and delivery partners as well as potential organizations, community groups, and stakeholders to engage in the process. AECOM's project director and project manager, faculty from the University of Davis Studio 30 program (Studio 30), and Nelson/Nygaard staff will attend the kick-off meeting.

The kick-off meeting also provides an opportunity for City staff and the consultant team to identify data sources and other resources to be used in the CAP, to brainstorm ideas, and to learn more about the City. We will work with the City to collect existing data and to review available documents and plans, including:

- electronic copies of documents such as the General Plan, zoning code, design guidelines, master plans and specific plans, recent EIRs, Lodi Electric Utility

reports, and other related studies;

- GIS files including land use designations and zoning districts, assessor or parcel data, roads, environmental resources layers, and other files; and
- contact information for City department heads and key staff.

This task also includes up to seven (7) additional coordination meetings with City staff beyond the kick-off meeting. At these meetings, we will develop and refine preliminary portions of the CAP, review City comments on draft materials, prepare for upcoming public workshops, and review overall project progress. Additionally, the AECOM project manager will facilitate progress status conference calls every two weeks with the City's project manager. Other AECOM, Studio 30, and Nelson/Nygaard staff will attend as necessary.

Team Responsibilities: AECOM will provide project oversight and management and serve as lead contact. AECOM staff, Nelson/Nygaard staff, and Studio 30 faculty will attend the kick-off meeting. Nelson/Nygaard staff and Studio 30 faculty will also be available as needed for additional project meetings.

Meetings and Work Products:

- One (1) kick-off meeting
- Up to seven (7) additional project management meetings
- Bi-weekly (every two weeks) progress status conference calls

TASK 2. BASELINE GHG INVENTORY / PROJECTIONS

2.1 Review Existing Communitywide GHG Inventory and Projections

The consultant team has completed a preliminary review of the communitywide GHG emissions inventory (base year 2008) and projections (2030) prepared for the City as part of the General Plan EIR process. As noted in the project approach, we anticipate revisions to the baseline inventory or 2030

projections based on our preliminary review. The consultant team will discuss with City staff the pros and cons of revising the inventory and projections for purposes of the CAP at the project kick-off meeting. It will also be necessary to prepare communitywide emission projections for 2020, the Assembly Bill 32 target year, and municipal emissions projections for 2020 and 2030. The CAP will also describe the relationship of the municipal and communitywide emissions.

The consultant team will update the communitywide 2008 inventory and 2030 projections, develop 2030 projections for municipal emissions (derived from the municipal emissions inventory prepared by the Great Valley Center), and develop 2020 projections for both municipal and communitywide emissions based on growth factors (e.g., population, employment, electricity demand forecasts, water demand projections) supplied by the City. We will supply to the City a list of required data prior to the update. The City will provide access to all files and information associated with the current emissions inventory. This task also assumes that the municipal emissions inventory and projections will be completed by the Great Valley Center according to the Local Government Protocol and that the City will provide access to files and information supporting the municipal inventory.

The 2030 emissions projections prepared for the General Plan update take into account some of the federal and State legislative and regulatory actions that will reduce GHG emissions (i.e., renewable energy portfolio standards, vehicle fuel efficiency and fuel carbon standards). The consultant team will evaluate additional State and federal actions including, but not limited to, California's current and future building energy efficiency standards (Title-24), appliance efficiency standards (Title-20), federal and State lighting efficiency standards, and State water conservation mandates (Senate Bill-7X). These federal and State actions will be applied to the 2020 projections as well and be credited toward the City's overall emission reduction efforts.

AECOM team member Nelson/Nygaard will compile a transportation-related GHG inventory, and develop two horizon-year VMT and transportation related GHG

estimates (for example, estimates for VMT to and within Lodi and all GHG emissions occurring within City boundaries by 2020 and 2030). The City of Lodi travel demand model was developed and calibrated in 2007, and was used in the City's General Plan update. The General Plan analysis includes a baseline figure for citywide VMT and a projection of VMT at full development of the General Plan (the year 2030). An interim horizon year estimate (2020) for VMT and GHG emissions will be calculated by using the phasing of development scheme outlined in the City General Plan (Phases I, II, and III), in tandem with conversations with City staff regarding the potential timeline for development and infrastructure improvements. Given current economic conditions, it is likely more growth will occur between 2020 and 2030 than between the baseline year and 2020. Policy C-G10 of the General Plan directs the City to "reduce greenhouse gas emissions to 15% below 2008 levels by 2020." This target is consistent with current State recommendations for 2020 and requires no revision. The General Plan does not, however, set explicit targets for 2030 or 2050. As part of this task, we will work with City staff to identify defensible and achievable GHG reduction targets for these years. The consultant team will provide a memorandum that describes State guidance relevant to target setting of medium and long-term horizons.

Team Responsibilities: With technical oversight from AECOM and Nelson/Nygaard, Studio 30 students will evaluate and update the communitywide GHG inventory and evaluate or prepare projections as described above for 2020 and 2030. AECOM and Nelson/Nygaard staff will review all materials produced prior to submittal to the City.

Meetings and Work Products:

- Communitywide inventory and projections review and update memorandum
- GHG reduction target recommendation memorandum

TASK 3. PUBLIC OUTREACH

The following subtasks describe our proposed comprehensive public education and outreach program. These tasks include community workshops, a joint Planning Commission/City Council study session to review preliminary CAP measures, and attendance of two public hearings regarding the Draft CAP with the Planning Commission and City Council.

3.1 Community Stakeholder Meeting

The community stakeholder meeting will be designed to promote an inclusive public process reflecting the diversity of opinions in Lodi. The consultant team, working with City staff, will identify key community stakeholders (i.e., Lodi Chamber of Commerce) and conduct a meeting to solicit input regarding CAP measures, targets, and overall approach. The meeting will also serve as an opportunity for the City to convey its approach to climate action planning. This meeting will occur at an early stage in the planning process to ensure effective integration of this input. The consultant team will prepare meeting materials and facilitate a forum to collect stakeholder opinions.

Team Responsibilities: AECOM, will prepare community meeting materials. AECOM staff and Studio 30 faculty will attend, facilitate, and summarize the meeting.

Meetings and Work Products:

- One (1) community stakeholder meeting, with summarized stakeholder comments

3.2 Public Meeting

The public meeting will occur one-third of the way through the project, after preliminary GHG reduction measures have been developed. The meeting will provide background on why Lodi is developing a CAP and review the communitywide and municipal GHG inventories and preliminary GHG reduction measures. A key objective will be to promote input into the plan and gain feedback on the measures. The workshop will focus on engaging participants in the conversation through breakout group discussions that focus on GHG emissions sectors and preliminary measures. The breakout sessions will also allow the small groups to discuss ideas for preliminary measures.

Land Use + Transportation



How land use and transportation infrastructure are arranged within a community strongly influences whether residents choose to walk, bike, use public transit, or drive. Pedestrian- and transit-oriented land uses, improved walking and biking infrastructure, improved alternative transportation incentives, and other strategies to reduce single-occupancy vehicle use will be critical to achieving the City's GHG reduction goals.

1 Implementation of Pedestrian and Bicycle Master Plan

- * Continue build-out (goal of 25 percent build-out), of the Pedestrian and Bicycle Master Plan by 2020.
- * Conduct an obstacle study to determine existing challenges, opportunities, and priority investments.

GHG Reduction (MT CO ₂ e/yr)	Cost to City	Cost to Resident or Business	Savings to Resident or Business
700	High	N/A	Very Low

2 Transportation Demand Management

- * Union City Transportation Management Association
- * Encourage employers to subsidize transit
- * Enhance ride-share infrastructure to facilitate community participation.

GHG Reduction (MT CO ₂ e/yr)	Cost to City	Cost to Resident or Business	Savings to Resident or Business
540	Medium	Medium-High	Medium-High

3 Neighborhood Commercial Districts

- * Enhance existing neighborhood-serving commercial centers in the city to increase residents' access to daily goods and services and encourage the development of mixed-use centers along the City's major corridors, where appropriate.

GHG Reduction (MT CO ₂ e/yr)	Cost to City	Cost to Resident or Business	Savings to Resident or Business
260	Medium	N/A	Low

4 Transit-Oriented Development

- * Continue supporting transit-oriented development in the Intermodal Station District and adjacent areas.

GHG Reduction (MT CO ₂ e/yr)	Cost to City	Cost to Resident or Business	Savings to Resident or Business
6,810	High	N/A	Low



Community meeting board for the Union City CAP

We also suggest that City website provide an avenue for the public to provide input regarding the planning process. The consultant team could assist in developing an appropriate social media site for this purpose.

We recommend a town-hall meeting or open-house format for the meeting, lasting approximately two (2) hours. Given the City's attendance target for this meeting (50 – 100 participants), the venue selected by the City should be large and flexible to support an interactive format. The first portion of the workshop will consist of an overview presentation and facilitated question and answer session and allow participants to review information about climate change, its nexus to the City's sustainable planning efforts, and community sectors that contribute to GHG emissions. AECOM will develop information materials and display boards for up to four stations. Opportunities for one-on-one dialogue with staff and consultants will be offered and public comments/ input will be recorded at each station.

The second portion will allow participants to participate in 3 - 5 break-out groups exploring different GHG reduction strategies within each sector (i.e., land use and transportation; buildings and energy; waste, water, and green infrastructure). The group discussion could also address the rationale for their recommendation, effective contribution toward the GHG reduction target, and economic costs and benefits. Following the workshop, the boards prepared for each station may be used by the City as "static" displays that can be assembled at City buildings, public libraries, community centers or other public spaces to encourage further input.

Team Responsibilities: AECOM will prepare the public meeting materials. AECOM and Nelson/Nygaard staff will attend, facilitate, and summarize the meeting.

Meetings and Work Products:

- One (1) public meeting, with 1 presentation, and poster boards and fact sheets for up to four open house stations

3.3 Planning Commission/City Council Study Session

We have found through experience on past projects that early feedback from the Planning Commission and City Council is a valuable way to ensure that the CAP responds directly to community concerns and minimizes potential for surprise during the public hearing process. At this joint study session, we will review the priority emission reduction measures prior to drafting the Administrative Draft CAP. We will provide a list of prioritized measures (as described in measure 4.5.A) and a summary presentation to be used at the meeting and will be available to respond to comments and questions as requested by staff. We will be available to answer questions and take notes on desired modifications to the plan.

Team Responsibilities: Up to two AECOM staff, one Nelson/Nygaard staff, and Studio 30 faculty will attend the joint study sessions.

Meetings and Work Products:

- Preparation, attendance, and presentation for one (1) Planning Commission/City Council joint study session

3.4 Attend Public Hearings

AECOM will present the CAP and respond to public and decision-maker comments and questions at up to two (2) public hearings. We anticipate that these hearings will occur before the Planning Commission and City Council. The work scope assumes that two AECOM staff members will be present at each meeting.

Team Responsibilities: Up to two AECOM staff will attend the public hearings and be available to answer questions.

Meetings and Work Products:

- Up to two (2) AECOM staff attend and present at up to two (2) public hearings

TASK 4. GREENHOUSE GAS REDUCTION STRATEGIES AND GOALS

This task consists of identifying existing policies and programs that already reduce municipal and communitywide GHG emissions; identifying potential emission reduction measures, and evaluating the technical, economic and political feasibility of these measures. This task culminates in the Planning Commission/City Council joint study session identified as Subtask 3.3 above, prior to preparation of the administrative draft CAP.

4.1 Review of Existing Policies and Programs

The review of City and Lodi Electric Utility policies and programs will ensure the consultant team understands the full range of existing activities in Lodi affecting both municipal and communitywide GHG emissions. This task consists of desktop review of existing plans, policies, and programs across the main sectors of building energy, waste, water, transportation and land use, green infrastructure, and agriculture. It will also be important to be aware of activities and measures being planned in adjacent cities in San Joaquin County and within the region, to maximize opportunities for partnership and collaboration. Two (2) meetings with City staff, Lodi Electric Utility representatives, and regional agencies will help clarify any particularly successful or underperforming programs and identify lessons learned for the CAP. The existing policy and program review will be incorporated into a document that identifies existing strengths and weaknesses, and future opportunities and constraints related to municipal and communitywide emission reductions.

Where established quantification methodologies are available, the consultant team will quantify the emissions reduction potential of these existing policies and programs. These reductions will be identified as current achievements within the CAP.

Team Responsibilities: With oversight from AECOM, Nelson/Nygaard, and Studio 30 faculty, Studio 30 students will conduct the review of existing policies and programs. Studio 30 students will prepare the summary Strengths, Weaknesses, Opportunities and Constraints report.

Meetings and Work Products:

- Two (2) meetings with City and Lodi Electric Utility staff to review existing policies
- Strengths, Weaknesses, Opportunities and Constraints document summarizing findings of Tasks 4.1 and 4.2

4.2 Baseline Community Assessment

The review of existing community conditions will enable the consultant team to customize emission reduction measures to Lodi's specific context. The consultant team will develop climate-specific estimates of baseline energy and water use in residential and commercial buildings. This analysis includes two (2) meetings with City staff and will provide insight into which end uses provide greatest opportunity for efficiency improvements and GHG reductions. The consultant team will also examine the solid waste characteristics and diversion rates of various waste materials and identify opportunities for enhanced organic waste diversion. The team will also examine transportation-related metrics such as mode share, existing pedestrian, bicycle, and transit infrastructure, commute patterns, and land use patterns and urban design features. We will analyze community demographics to ensure the CAP measures fit the community's needs. The baseline community assessment will be incorporated within the Strengths, Weaknesses, Opportunities and Constraints document described above.

Team Responsibilities: AECOM and Studio 30 faculty will provide a document and data framework for the baseline community assessment and assist Studio 30 students to conduct this analysis.

Meetings and Work Products:

- Two (2) meetings with City staff to review existing conditions
- Results summarized in Strengths, Weaknesses, Opportunities, and Constraints document identified in Task 4.1

4.3 Preliminary Emissions Reduction Measures

Based on the opportunities identified in the existing policy and program review and baseline community

assessment tasks described above, the consultant team will develop a preliminary list of GHG reduction measures appropriate for Lodi's unique context. A range of potential measures will be presented for each reduction strategy/sector (e.g., energy efficiency/renewable generation, water efficiency, wastewater treatment, solid waste diversion, transportation/land use, carbon sequestration/green infrastructure, agriculture). The list will draw from AECOM's extensive list of GHG reduction measures, a review of other community data sources, and strategies advocated by organizations such as the Governor's Office of Planning and Research (OPR), California Air Pollution Control Officers Association (CAPCOA), the Attorney General's office, ICLEI, and best practices from other cities throughout the nation and world. Nelson/Nygaard will evaluate and propose context-specific transportation-related measures that aim to reduce vehicle-miles-traveled (VMT), based on traffic analysis of trip ends, and VMT within the jurisdiction of the City. To the maximum extent feasible, the list will build on policies and guidance for sustainable land use, transportation, and building contained in the General Plan and other City and regional policy documents. Preliminary measures will include requirements for municipal emissions, and voluntary, incentive-based approaches to achieve communitywide emission reductions. Measures could relate to (but would not be limited to) the following areas:

- Energy efficiency in existing residential and commercial buildings through financing and other incentive-based programs, ordinances, or expansion of existing subsidized low-income weatherization programs (Related to General Plan Policy C-P37).
- Enhancing energy performance of new construction through energy efficiency or green building ordinances, or (Related to General Plan Policy C-P38).
- Renewable energy programs that facilitate access to grants or power purchase agreements or setting up alternative financing strategies (Related to General Plan Policy C-P40).
- Travel Demand Management (TDM). This sector encompasses a wide variety of potential incentive and promotional programs to reduce solo-occupant vehicle trips (aka "drive-alone trips") by encouraging shift to more sustainable modes. Feasible programs could

include: enhancement of existing telecommute programs, and consideration of parking cash-out policies and/or demand-responsive parking charges.

- Enhancements to transit. This could include: enhanced or new shuttles and/or increased fixed-route transit service; improved regional transit connections to/from the City; subsidized transit passes to more employers and organizations in Lodi (Related to General Plan Policies T-P25, 28, and 29).
- Enhancements to pedestrian and bicycle infrastructure. These strategies provide some emissions reductions themselves but are also key supportive strategy to realize the emissions reductions potential of transit enhancements (Related to General Plan Policies T-P14,15,16,17, and 18).
- Land Use Form - Changes in density, mixed-use, and localized design features (Related to General Plan Policies LU-P6,18,25,26, and 27).
- Employee Based Housing - Incentives to encourage persons currently working in the city to live in the city as well. These incentives can take the form of down payment assistance, rental subsidies, and other similar techniques.
- Encouraging water efficiency and water sensitive design practices within new and existing development (Related to General Plan Policies GM-P11, 12, 13, 14, 15).
- Expanded urban forest efforts in developed portions of the city (Related to General Plan Policies C-P38 and 42).
- Encouraging reductions in agricultural nitrogen fertilizer application rates and increasing in field equipment fuel efficiency.

Transportation related measures could include:

- Transportation Demand Management (TDM) – This sector encompasses a wide variety of potential incentive and promotional programs to reduce solo-occupant vehicle trips (aka “drive-alone trips”) by encouraging shift to more sustainable modes. Feasible programs could include: launch of a community-based carsharing pilot, enhancements of bicycle and pedestrian programs and infrastructure, guaranteed ride home programs, enhancement of existing telecommute programs, and consideration of parking cash-out policies and/or demand-responsive parking charges.
- Transit Enhancements – This could include: service enhancements (new GrapeLine service, express service, transit priority upgrades to streets, etc.), the provision of subsidized transit passes, the elimination of potential last mile barriers that keep people from using transit, and the conversion to hybrid or Compressed-Natural Gas Vehicles. Nelson\Nygaard’s work on the Lodi Short Range Transit Plan (FY 2008/09 – FY 2017/18) gives our team an intimate knowledge of existing transit service characteristics in Lodi, as well as rider demographics, community priorities, and the feasibility of potential service changes and/or expansion programs.
- Transportation System Management (TSM) – Nelson\Nygaard will review any system management strategies that may have already been implemented for major auto arterials and suggest potential additional measures such as signal timing and/or prioritization and real-time traffic information. For this task, we will emphasize cost-effectiveness and coordination with county public works and Caltrans where there jurisdiction adheres.



Landscaping can be employed as part of water sensitive design practices in new development

Preliminary measures will be presented in a workbook format that allows the City to provide written feedback and rate potential measures. The City will be asked to evaluate these measures and determine which ones could be technically and politically feasible in Lodi. The consultant team will be available to provide assistance during this process. This evaluation will result in a list of selected measures that will be used in the following emissions reduction and economic analysis task. Team Responsibilities: AECOM and Nelson/Nygaard will identify a wide variety of potential emission reduction measures. Nelson/Nygaard will develop transportation-related measures and AECOM will identify on the non-transportation-related measures. Studio 30 faculty and students will break into sub-groups by strategy/sector to research additional best practices, and evaluate the “fit” of each proposed measure to Lodi.

Meetings and Work Products:

- Preliminary GHG reduction measures workbook

4.4 Emissions Reduction and Economic Analysis

Once a list of measures that would be technically and political feasible is identified, the consultant team will evaluate the associated GHG reduction potential and costs and savings. Because one measure can take multiple forms, the consultant team will work with City staff and other agency personnel to develop reasonable assumptions for each measure. Two important variables are the participation rate and performance level. Participation rate refers to the portion of the community that is expected to implement a measure (e.g., percent of residential units that would implement energy efficiency improvements). Performance level refers to the degree to which a measure will reduce an emissions generating activity (e.g., the level of energy efficiency improvement in building retrofit). These assumptions considerably influence a measure’s GHG reduction potential, cost/savings implications, and feasibility. AECOM and Nelson/Nygaard, working with City staff, will use the Climate Action Plan Toolkit described in the project approach to develop appropriate assumptions.

4.4.A Emissions Reduction Analysis

The consultant team will use defensible bottom-up quantification methodologies to estimate GHG reductions of selected measures. Quantification will be based on methodologies such as those described in the California Pollution Control Officers Association’s (CAPCOA) Quantifying Greenhouse Gas Mitigation Measures report, ARB, EPA, and other agency publications, and methodologies AECOM and Nelson/Nygaard have developed. All quantification methodologies will be available for review by the City and documented in the final work product. The analysis will examine reductions of primary GHGs including carbon dioxide, methane, and nitrous oxide. The reduction potential of each measure will be expressed in terms of metric tons of carbon dioxide equivalent (MT CO₂e) emissions.

AECOM team member Nelson/Nygaard will use its proprietary Trip Reduction Impact Analysis (TRIA) tool to evaluate the potential GHG emissions reductions possible from investment in a select list (maximum of 5) of the most feasible multimodal programs and projects appropriate for the Lodi context. The strategies to be evaluated will be based on the implementation details of the most feasible strategies.

Team Responsibilities: AECOM and Nelson/Nygaard will conduct the emissions reduction analysis using the Climate Action Planning Toolkit and Trip Reduction Impact Analysis (TRIA) tool. AECOM and Studio 30 faculty will review existing emission reduction methodologies with Studio 30 students and work with the students to identify new innovative reduction methods that would ideally be used within the Lodi CAP.

4.4.B Economic Analysis

The consultant team will evaluate the public (i.e., City) costs of each selected measure. Public costs will include first costs, personnel, and administrative costs. The consultant team anticipates that City staff will provide Lodi-specific program, personnel, and administrative cost data to calibrate this analysis. The consultant team will also evaluate private (i.e., to businesses, residents) cost and savings for up to 10

energy and water measures. The analysis will examine first cost, avoided costs and simple payback. Available rebates or financing mechanisms will be presented and analyzed to reduce the private costs.

The team will also evaluate co-benefits of proposed measures including potential energy savings, water conservation, waste reduction, and public health. Co-benefits and costs will be described quantitatively where possible and qualitatively where not possible.

Team Responsibilities: AECOM will conduct the economic analysis, and Studio 30 students will collect and organize data for the analysis. Nelson/Nygaard will develop cost estimates for transportation programs and projects and assist with identification of co-benefits (public health, safety, economic development, etc).

Meetings and Work Products:

- Memorandum summarizing emissions reduction potential, public and private cost/savings, and co-benefits of selected measures.

4.5 Priority Emissions Reduction Measures

Using the emission reduction and economic analysis, the consultant team will work with City staff to conduct a final feasibility analysis, select a list of priority CAP measures, and develop detailed implementation steps.

4.5.A Feasibility Analysis

At this point in the measure development process, the City will have reviewed the technical, political, and financial feasibility and GHG reduction potential of each potential measure with stakeholders and the community at-large. This combined information will allow the City to make informed decisions about which measures to include within its CAP. The consultant team will facilitate a meeting with City staff to review the measures and select a list of priority measures that will move forward in the CAP. The list of prioritized measures will identify GHG reduction, economic impact, and community co-benefits. The list will also represent GHG reduction potential of the measures as %-reductions relative to the City's reduction target, and potential measure costs relative

to either the City's Capital Improvement Program or departmental operating budgets (i.e., low/medium/high cost ratings). This information forms the basis for presentation to the Planning Commission/City Council in a joint study session format prior to drafting the administrative CAP (described in Task 3.4).

Team Responsibilities: AECOM will work with City staff to conduct the feasibility analysis. Nelson/Nygaard staff will be available via conference call to participate in these meetings when necessary. As this task occurs over UC Davis' summer break, Studio 30 involvement will be limited to participating faculty and a student intern.

4.5.A Define Action Steps and Performance Indicators

Action steps will guide future implementation of the measures. The consultant team will work with City staff to develop action steps for each priority measure, including action step timelines, responsible department(s), and potential funding sources. Input from City departments is critical to this process, so the consultant team will schedule a staff meeting to facilitate this process. The consultant team will also work with staff to develop performance indicators for each measure, which can be used to track implementation progress at intervals in the future.

Team Responsibilities: AECOM will work with City staff to define action steps and performance indicators. Nelson/Nygaard staff will provide assistance with transportation-related measures. As this task occurs over UC Davis' summer break, Studio 30 involvement will be limited to participating faculty and a student intern.

Meetings and Work Products:

- Memorandum describing priority measures with GHG reduction, economic impact, and community co-benefit metrics.
- Memorandum describing action steps and performance indicators.

TASK 5. CLIMATE ACTION PLAN DOCUMENT

Following the Planning Commission/City Council joint study session (described in task 3.4), this task consists of preparation of Administrative Draft, Public Review Draft, and Final CAPs and an evaluation and monitoring plan.

5.1 Prepare Administrative Draft Climate Action Plan

The consultant team will complete an Administrative Draft CAP for City staff and public review. Prior to preparing the draft, the consultant team will provide the City with a detailed annotated outline of the proposed contents as well as a proposed graphic layout of the CAP for review and approval. The CAP will make substantial use of graphics, including charts, diagrams, and tables to convey key information. The document will convey reduction measures and adaptation strategies along with associated costs, benefits, implementation strategies, and forecasted reductions, incorporating only a minimal amount of background information.

We propose that the CAP be organized as follows:

Chapter 1. Climate Change and the City of Lodi. The first chapter of the CAP will outline the City's rationale and motivation for addressing climate change and developing and implementing the CAP. The chapter will provide a brief overview of the science behind climate change, describe the potential impacts climate change may create in Lodi, and outline state policies to reduce emissions.

Chapter 2. Baseline Emissions Inventory and Forecast. This chapter will present a summary of the municipal and communitywide emissions inventories and projections, and will describe the reductions necessary to achieve the mandatory municipal reduction target and voluntary communitywide reduction target.

Chapter 3. Emissions Reduction Measures. This chapter will describe the measures necessary to reduce emissions in City government and the community and achieve reduction targets. Each measure will document GHG reduction potential, include implementation actions and timelines,

describe costs and financing mechanisms, and assign responsibility to City agencies and departments.

Chapter 4. Benchmarks and Next Steps. This chapter will identify benchmarks, monitoring procedures, and other steps needed to achieve emission reduction goals and implement adaptation strategies. This chapter will present a recommended method for monitoring emissions and verifying results of the CAP through inventory updates at least every five years, and through implementation actions and associated performance metrics. This chapter will also address how the CAP meets standards for a plan for the reduction of GHG emissions pursuant to CEQA Guidelines Section 15183.5, as well as how the CAP enables future projects to take advantage of CEQA streamlining benefits.

Team Responsibilities: AECOM will oversee the production of the CAP. Studio 30 faculty and students will develop content of Chapters 1 and 2, and will assist with portions of Chapter 3 of the administrative draft CAP. Nelson/Nygaard will provide input for the transportation section of Chapter 3. AECOM will also review and edit an internal draft before the document provided to the City.

Meetings and Work Products:

- Annotated outline and graphic template for the Climate Action Plan (electronic copy)
- Administrative Draft Climate Action Plan (electronic copy)

5.2 Prepare Public Review Draft Climate Action Plan

Following receipt of a single set of consolidated City comments, AECOM will revise the Administrative Draft CAP to produce a Public Review Draft CAP. City staff will develop an appropriate distribution list, and circulate the Draft CAP to the public and applicable agencies and interest groups. AECOM recommends a 30-day formal public review period during which comments on the Draft CAP will be accepted.

Team Responsibilities: AECOM will incorporate consolidated comments from the City prior to release of the Public Review Draft.

Meetings and Work Products:

- Draft Climate Action Plan (electronic copy)

5.3 Prepare Final Climate Action Plan

At the conclusion of the public review period, AECOM will provide a brief summary characterization of the nature of public comments for staff consideration prior to preparing the Final CAP.

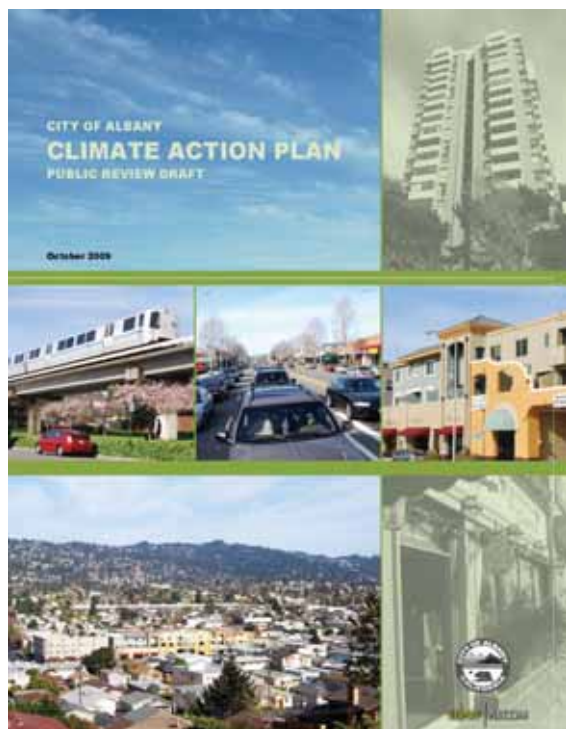
For budget purposes, AECOM assumes that no new information will be raised in the comments that require substantive revisions to the CAP, and that comments received require only minor adjustments to or clarification of concepts contained within the draft. If the volume or complexity of the comments requires additional effort, an adjustment to the work plan and budget may be needed.

Following public hearings, AECOM will prepare a Final CAP that incorporates appropriate revisions to the text of the Draft CAP in consideration of public comments.

Team Responsibilities: AECOM will incorporate public comments prior to release of the Climate Action Plan.

Meetings and Work Products:

- Administrative and Public Review Draft CAP (electronic copy)
- Final CAP (electronic document)



Cover for the City of Albany CAP Public Review Draft



LANGE TWINS
WINERY

◀ **CENTURY OAK**
WINERY

◀ **WINE & VISITOR**
CENTER

◀ **JEWEL**
WINERY

05

Schedule

Projects must often be performed within very challenging schedules. The consultant team strives to understand the client's objectives, and how the project components fit together into the overall project schedule. Scheduling systems at AECOM and Nelson\Nygaard are designed to allocate resources to meet all client due dates, regardless of their timing or the number of deadlines within a given period. The consultant team members have successfully completed numerous complex projects with demanding schedules that required attentive project management, coordination and communication.

The RFP does not specify a recommended schedule for completing the CAP. In our experience, and to match the UC Davis academic calendar, a 9- to 12-month schedule would be optimal for this project, and we have proposed a schedule on this basis. We are happy to discuss schedule efficiencies and to adjust this as required, if an expedited schedule is desired by the City.

Lodi Climate Action Plan Project Schedule		JANUARY			FEBRUARY			MARCH			APRIL			MAY			JUNE			JULY			AUGUST			SEPTEMBER			OCTOBER			NOVEMBER			DECEMBER			JANUARY			FEBRUARY			MARCH																				
		2-Jan	9-Jan	16-Jan	23-Jan	30-Jan	6-Feb	13-Feb	20-Feb	27-Feb	5-Mar	12-Mar	19-Mar	26-Mar	2-Apr	9-Apr	16-Apr	23-Apr	30-Apr	7-May	14-May	21-May	28-May	4-Jun	11-Jun	18-Jun	25-Jun	2-Jul	9-Jul	16-Jul	23-Jul	30-Jul	6-Aug	13-Aug	20-Aug	27-Aug	3-Sep	10-Sep	17-Sep	24-Sep	1-Oct	8-Oct	15-Oct	22-Oct	29-Oct	5-Nov	12-Nov	19-Nov	26-Nov	3-Dec	10-Dec	17-Dec	24-Dec	31-Dec	7-Jan	14-Jan	21-Jan	28-Jan	4-Feb	11-Feb	18-Feb	25-Feb	4-Mar	11-Mar
Task 1. Project management (Kickoff + staff meetings)																																																																
Kickoff meeting		●																																																														
Meetings with staff (in person)						●																																																										
Bi-weekly progress meetings (via phone)																																																																
Task 2. Baseline GHG Inventory/Projections																																																																
Review existing GHG inventory		■																																																														
Data collection for communitywide inventory						■																																																										
Develop communitywide inventory and projections						■																																																										
Task 3. Public Outreach																																																																
Community stakeholder meeting						■																																																										
Public meeting						★																																																										
Website and social media updates						★																																																										
PC/CC Study Session						★																																																										
Two public hearings (1 PC + 1 City Council)						★																																																										
Task 4. GHG Reduction Strategies and Goals																																																																
Review of existing policies and programs						■																																																										
Baseline community assessment						■																																																										
Preliminary GHG reduction strategies						■																																																										
Economic analysis						■																																																										
GHG reduction analysis						■																																																										
Feasibility analysis (meeting with City staff)						■																																																										
Prioritized strategies						■																																																										
Develop action steps (meeting with City staff)						■																																																										
Select final GHG reduction targets						■																																																										
Task 5. Climate Action Plan Document																																																																
Outline and page format						■																																																										
Administrative draft CAP						■																																																										
Public review draft CAP						■																																																										
Final CAP						■																																																										
KEY																																																																
City staff meetings (8)		●																																																														
Community Meetings (2)		■																																																														
Website Updates		★																																																														
PC/CC Study Sessions + Hearings (4)		▲																																																														
Deliverables		x																																																														
		UC Davis Winter Quarter 2012 Studio 30 Participation												UC Davis Spring Quarter 2012 Studio 30 Participation																								UC Davis Fall Quarter 2012 Studio 30 Participation																										



FESTIVAL
DISCOUNT
TICKETS
ON

06

Budget

We have developed the following budget in accordance with our Scope of Work presented in Section 04 and our understanding of the project. We have maximized the funds available for this project by leveraging UC Davis Studio 30.

TASKS	Principal-in-Charge	Project Manager Studio 30 Fellow	GHG Analyst	Technical Lead	Planner Outreach Specialist	Subtotal AECOM		UC Davis Studio 30	Nelson Nygaard	TOTAL
	Rate/Hour					Hours	Dollars	Dollars	Dollars	Dollars
Task 1. Project management and baseline data review										
Subtotal (Task 1)	16	24	0	13	0	53	\$7,870	\$0	\$2,960	\$10,830
Task 2. Develop Baseline GHG Inventory/Projections										
Subtotal (Task 2)	2	9	61	8	0	80	\$8,960	\$3,000	\$6,972	\$18,932
Task 3. Conduct Public Outreach										
Subtotal (Task 3)	28	30	0	6	42	106	\$13,760	\$2,000	\$1,194	\$16,954
Task 4. Develop GHG Reduction Strategies and Goals										
Subtotal (Task 4)	36	51	32	81	38	238	\$29,555	\$7,000	\$5,952	\$42,507
Task 5. Prepare Climate Action Plan										
Subtotal (Task 5)	22	40		0	70	132	\$15,820	\$6,000	\$4,682	\$26,502
Total Labor Hours	104	154	93	108	150	609				
Total Labor Dollars	\$19,240	\$22,330	\$9,765	\$11,880	\$12,750		\$75,965	\$18,000	\$21,760	\$115,725
DIRECT COSTS										
1. Misc Expenses							\$250		\$240	\$490
2. Display Boards and meeting materials							\$1,000			\$1,000
3. Travel							\$750			\$750
Total Direct Costs							\$2,000	\$0	\$240	\$2,240
TOTAL BASELINE COST- FIXED PRICE FOR SCOPE OF WORK							\$77,965	\$18,000	\$22,000	\$117,965



07

References

Following are references from clients for recent work. We have included work samples separately in our proposal package; they include the City of Citrus Heights Climate Action Plan, City of West Hollywood Climate Action Plan, City of Mountain View Climate Action Plan, and City of Union City Climate Action Plan.

City of West Hollywood General Plan Update, EIR, and Climate Action Plan (CA)

Bianca Siegl, Associate Planner
City of West Hollywood
(323) 848-6853
bsiegl@weho.org

Key Staff involved: Jeff Henderson, Project Manager; Culley Thomas, Climate Change Analyst/Urban Planner

Implementation status: in implementation phase

Mountain View Climate Action Plan (CA)

Noah Downing, Associate Planner
City of Mountain View
(650) 903-6104
Noah.Downing@mountainview.gov

Key Staff involved: Jeff Henderson, Project Manager; Culley Thomas, Climate Change Analyst/Urban Planner

Implementation status: in draft

Citrus Heights General Plan Update + Climate Action Plan (CA)

Colleen McDuffee, Planning Manager
City of Citrus Heights
(916) 727-4740
cmcduffee@citrusheights.net

Key Staff involved: Jeff Henderson, Project Manager, Culley Thomas, Climate Change Analyst/Urban Planner

Implementation status: in implementation phase

A photograph of a stone wall with a sign. The wall is constructed from large, rectangular, greyish-blue stone tiles. Above and below the main tiled section are horizontal bands of smaller, irregular, light-colored stones. The sign, mounted on the tiled section, reads 'E & ROSES' in large, gold-colored, serif capital letters. Below this, the word 'RESTAURANT' is partially visible in the same style, followed by a small dot and the letter 'S'. The background above the wall is filled with the dense green foliage of trees.

E & ROSES

RESTAURANT • S

08

Contract Exceptions

The City's Standard Agreement for Professional Services has been reviewed by the appropriate personnel. The following exceptions or changes (shown in tracked changes) are requested prior to the execution of a contract.

Section 4.3 Indemnification and Responsibility for Damage

CONTRACTOR to the fullest extent permitted by law, shall indemnify and hold harmless CITY, its elected and appointed officials, directors, officers, employees and volunteers from and against any claims, damages, losses, and expenses (including reasonable attorney's fees), arising out of performance of the services to be performed under this Agreement, provided that any such claim, damage, loss, or expense is caused by the negligent acts, errors or omissions of CONTRACTOR, any subcontractor employed directly by CONTRACTOR, anyone directly or indirectly employed by any of them, or anyone for whose acts they may be liable, except those injuries or damages to the extent arising out of the **active** negligence of the City of Lodi or its officers or agents.

Section 4.4 No Personal Liability

Neither the City Council, nor any other officer or authorized assistant or agent or **City** employee of the City or CONTRACTOR shall be personally responsible for any liability arising under this Agreement.



A

Resumes



Jeff Goldman, AICP
Project Director

Education

M.U.P., Urban Planning, University of Washington
B.S., Environmental Planning and Management, UC Davis

Professional Registrations

American Institute of Certified Planners (AICP)

Affiliations

Member, American Planning Association
Member, Urban Land Institute

Presentations

UC Davis Extension: Climate Change, CEQA, and Planning (2008 – 2010)
Climate Change as a Local Government Driver (May 2008)
Association of Environmental Professionals (California) 2009 Conference:
Public Outreach Tools for Community Planning

Mr. Goldman has over 30 years of experience in community planning, with an emphasis on land use, housing, socioeconomic issues, community development, and economic development policy issues. Mr. Goldman has directed work on city and county general plans, specific plans and corridor plans, development codes (including form-based codes), land use, population, and housing studies, and CEQA documents related to these plans. Since joining AECOM, Mr. Goldman's work has increasingly focused on strategic planning and implementing measures for sustainability, climate change, and climate adaptation. Examples include general plans with climate change elements or sections, safety elements that address hazards related to climate change and adaptation strategies, climate action plans, and corridor plans and development codes that contain measures contributing to GHG reduction (particularly for the transportation and building sectors). Since 2006, Mr. Goldman has directed work on climate action plans for 10 cities and counties and climate change sections for five general plan updates.

Many of the community planning assignments have involved outreach to special needs and cultural and language minority groups. Community outreach has included working with community organizations, business and civic groups, and service providers to address the specific concerns of cultural and ethnic communities of interest and to translate written materials and presentations into other languages.

Project Experience

City of Roseville, Community-Wide Sustainable Action Plan, Placer County, California. Project director for preparation of the sustainability action plan (SAP), which will include a communitywide inventory of baseline emissions, development of proposed programs and policies to reduce emissions from all sources and sectors, and a mechanism to quantitatively

track emissions reductions from implementation of the SAP. As part of the work effort, AECOM is assisting in the implementation of a communitywide sustainability public outreach campaign that utilizes tailored community-based social marketing (CBSM) mechanisms, traditional public outreach strategies, and established bodies of community participation. AECOM assisted the City in facilitating a 36-member action committee to increase awareness of the community's sustainability efforts and responsibilities and to assist in the preparation of the SAP.

City of Mountain View, Climate Action Plan Development, Santa Clara County, California. Project director for preparation of a CAP plan for the City of Mountain View. The plan prioritizes GHG reduction measures, identifying economic costs/benefits for each measure and identifying how each proposed measure contributes toward meeting GHG reduction targets established by the City. The plan includes public outreach and coordination with City advisory committees, and will be incorporated within a general plan update.

City of Burbank, Air Quality Element, Climate Action Plan, and General Plan Update EIR, Los Angeles County, California. Project director for preparation of an air quality element, climate action plan, and general plan update EIR for the City of Burbank. As part of this work, we completed a baseline GHG emissions inventory for base year 2008, emissions projections for 2020 and 2035, a general plan air quality element focused on reducing both criteria pollutants and GHGs, a general plan noise element, and a program EIR for the land use, circulation, air quality, noise, and open space elements. We are also preparing a standalone climate action plan to accompany the updated general plan.

Solano County, Climate Action Plan and Sea Level Rise Strategic Program, Solano County, California. Project director for preparation of a Climate Action Plan for the unincorporated portions of Solano County. The Solano County CAP measures and policies addressed emission reductions in the following sectors: transportation, land use, buildings and energy, water, waste, agriculture, and green infrastructure (i.e., forests, grasslands, wetlands, open space). Coordinated public outreach, supervised preparation of technical analysis, and presented the plan to the County Planning Commission and Board of Supervisors.

City of Citrus Heights, General Plan Update, Climate Action Plan and EIR, Sacramento County, California. Project director assisting Citrus Heights with an update of its 2000 general plan with a focus on climate change/sustainability issues resulting from AB 32 and SB 375; circulation and mobility issues; water quality and low impact development issues; and flood control legislation. The AECOM team is developing sustainability strategies that include GHG reduction targets and measures to be incorporated in the general plan. A CAP and EIR will accompany the general plan update.

Yuba County, General Plan Update and EIR, California. Principal-in-Charge of AECOM's work on a comprehensive update for the County's General Plan, including the programmatic EIR required by CEQA for implementation. The project included an extensive and engaging public outreach process and coordination with an advisory committee. The general plan update developed policy to encourage job development in the County and promote retail and commercial service development that offers convenience for residents. AECOM developed and analyzed a series of land use and circulation alternatives according to economic benefits, fiscal ramifications, agricultural impacts, vehicle travel demand, air quality and climate change impacts. Important issues in the general plan include the urban/agricultural interface, public services and infrastructure adequacy, climate change, compatibility with existing and future plans, traffic, and issues related to Beale Air Force Base (located in the center of the County).

City of Lodi, Housing Element/EIR, San Joaquin County, California. Principal-in-Charge/project manager who led preparation of the Housing Element and associated EIR for the City of Lodi. Lodi is located in the San Joaquin Valley between Stockton, 6 miles to the south, and Sacramento, 35 miles to the north. Lodi has experienced steady growth. The Housing Element update focused on two key issues: 1) how the City could accommodate the overall level of residential development anticipated over the next five years, and 2) how to encourage home builders to provide higher density housing and wider range of housing types affordable to a broader segment of the local population. The EIR focused on the potential impacts of increased residential densities targeted for specific areas of the City.



Jeffrey Henderson, AICP

Project Manager

Education

MS, Urban Planning, University of Washington, 1994
BA, Sociology, Whittier College, 1992

Affiliations

American Institute of Certified Planners
American Planning Association

Awards + Honors

2007. American Planning Association, Los Angeles Section. Comprehensive Planning, Small Jurisdiction. Claremont General Plan.
2007. American Planning Association, Inland Empire Section. Hard Fought Victory Award. Claremont General Plan.
2005. American Planning Association, California Chapter. Focused Issue Planning. Irvine Wildlife Corridor Plan.
2005. American Planning Association, Orange County Section. Comprehensive Planning, Small Jurisdiction. Aliso Viejo General Plan.
2004. American Planning Association, Central California Section. Comprehensive Planning, Small Jurisdiction. Mojave Specific Plan.

Jeff Henderson, AICP is an urban planner and senior project manager with experience managing climate change projects, including CAPs and GHG reduction analyses related to general plan updates. He has 15 years of experience in the fields of land use and environmental planning and geographic information systems (GIS) services. His technical and management experience includes substantial roles in more than 12 general plan update programs, more than 12 Climate Action Plans (CAPs), and large scale specific plans in both northern and southern California. Many of these projects have been recognized as award-winners by professional organizations and regional governments. He has extensive knowledge of how climate change policy applies to local jurisdictions, experience evaluating GHG emissions inventories and projections, and substantial experience developing GHG reduction policies, measures, and actions.

Project Experience

City of Citrus Heights, General Plan Update, Climate Action Plan and EIR, Sacramento County, California. Project manager leading AECOM staff in assisting Citrus Heights with an update of its 2000 general plan with a focus on climate change/sustainability issues resulting from AB 32 and SB 375; circulation and mobility issues; water quality and low impact development issues; and flood control legislation. The AECOM team is developing sustainability strategies that include GHG reduction targets and measures to be incorporated in the general plan. A CAP and EIR will accompany the general plan update.

City of Roseville, Community-Wide Sustainable Action Plan, Placer County, California. Project manager leading preparation of the sustainability action plan (SAP), which will include a communitywide inventory of baseline emissions, development of proposed programs and policies to reduce emissions from all sources and sectors, and a mechanism to quantitatively track emissions reductions from implementation of the SAP. As part of the work effort, AECOM is assisting in the implementation of a communitywide sustainability public outreach campaign that utilizes tailored community-based social marketing (CBSM) mechanisms, traditional public outreach strategies, and established bodies of community participation. AECOM assisted the City in facilitating a 36-member action committee to increase awareness of the community's sustainability efforts and responsibilities and to assist in the preparation of the SAP.

Yolo County, Climate Action Plan, Yolo County, California. Project manager for the Climate Action Plan for Yolo County. The CAP defines GHG reduction and climate adaption implementation provisions that are feasible, readily executed, and tailored to the unique rural and agricultural character of Yolo County and the land use direction of the County's recently adopted general plan (e.g., smart, compact development in specific plan areas). AECOM is preparing a basic menu of applicable best management practices for GHG reduction, in addition to an online tool that enables developers, property owners, and residents to use the implementation strategies and track results in a "do-it-yourself" style without the need for consultant support. AECOM is also developing a defensible CEQA significance threshold, and managing public outreach to support the project.

City of West Hollywood, General Plan Update EIR and Climate Action Plan, Los Angeles County, California. Project manager assisting the City of West Hollywood to complete an EIR for its ongoing general plan update. The AECOM team is developing sustainability strategies which include GHG reduction targets and measures to be incorporated within the general plan. A CAP will accompany the general plan update. City-wide GHG reduction targets, goals and policies will be included within the general plan update.

City of Mountain View, Climate Action Plan Development, Santa Clara County, California. Project manager leading AECOM staff in preparing a CAP plan for the City of Mountain View. The plan prioritizes GHG reduction measures, identifying economic costs/benefits for each measure and identifying how each proposed measure contributes toward meeting GHG reduction targets established by the City. The plan includes public outreach and coordination with City advisory committees, and will be incorporated within a general plan update.

Solano County, Climate Action Plan and Sea Level Rise Strategic Program, Solano County, California. Project manager responsible for preparation of a Climate Action Plan for the unincorporated portions of Solano County. The Solano County CAP measures and policies addressed emission reductions in the following sectors: transportation, land use, buildings and energy, water, waste, agriculture, and green infrastructure (i.e., forests, grasslands, wetlands, open space). Coordinated public outreach, supervised preparation of technical analysis, and presented the plan to the County Planning Commission and Board of Supervisors.

Cities of Albany and Piedmont, Climate Action Plan Development, Alameda County, California. Project manager leading AECOM staff in preparing CAP plans for the Cities of Albany and Piedmont. The plans prioritize GHG reduction measures for each City, identifying economic costs/benefits for each measure, and identifying how each proposed measure contributes toward meeting GHG reduction targets established for each City. Each plan includes public outreach and coordination with City advisory committees, and will be incorporated as part of general plan updates.

City of Burbank, Air Quality Element, Climate Action Plan, and General Plan Update EIR, Los Angeles County, California. Project manager overseeing the preparation of an air quality element, climate action plan, and general plan update EIR for the City of Burbank. As part of this work, we completed a baseline GHG emissions inventory for base year 2008, emissions projections for 2020 and 2035, a general plan air quality element focused on reducing both criteria pollutants and GHGs, a general plan noise element, and a program EIR for the land use, circulation, air quality, noise, and open space elements. We are also preparing a standalone climate action plan to accompany the updated general plan.



Culley Thomas

Urban + Environmental Planner

Education

M.C.P., Land Use Planning (subconcentration in Community Design), University of California, Berkeley, 2005

M.Sc., Municipal Environmental Programs, University of California, Davis, 2003

B.A., Anthropology/Human Ecology, Colorado College, Colorado Springs, 1996

Affiliations

Member, American Planning Association

Presentations

Effectiveness of Municipal Climate Change Strategies, Paper selected for the Sustainable Communities Conference, Burlington, VT (2004)

Science and Data into Local Decision Making Processes, CalFed Science Conference, Sacramento, CA (2004)

Culley Thomas prepares general plan updates and specific plans, as well as habitat conservation plans and municipal sustainability policies. Mr. Thomas has more than seven years of experience in the fields of land use planning, environmental planning, municipal sustainability policy, and community design. His experience includes general plan updates, zoning code development, and the formation and review of municipal environmental policies. He has worked with municipal governments in California, Colorado, Arizona, Massachusetts, and Vermont. He also has significant experience in the area of community/urban design ranging in scale from 20-unit residential projects to large specific plan areas. His breadth of experience and his diverse skills base in the areas of comprehensive planning, GIS-based analysis, research, and public participation techniques allow him to be a value asset in a wide variety of urban and regional planning process.

Project Experience

City of Citrus Heights, General Plan Update, Climate Action Plan and EIR, Sacramento County, California. Climate change analyst/urban planner assisting Citrus Heights with an update of its 2000 general plan with a focus on climate change/sustainability issues resulting from AB 32 and SB 375; circulation and mobility issues; water quality and low impact development issues; and flood control legislation. The AECOM team is developing sustainability strategies that include GHG reduction targets and measures to be incorporated in the general plan. A CAP and EIR will accompany the general plan update.

Yolo County, Climate Action Plan, Yolo County, California. Climate change analyst/urban planner for the Climate Action Plan for Yolo County. The CAP defines GHG reduction and climate adaption implementation provisions that are feasible, readily executed, and tailored to the unique rural

and agricultural character of Yolo County and the land use direction of the County's recently adopted general plan (e.g., smart, compact development in specific plan areas). AECOM is preparing a basic menu of applicable best management practices for GHG reduction, in addition to an online tool that enables developers, property owners, and residents to use the implementation strategies and track results in a "do-it-yourself" style without the need for consultant support. AECOM is also developing a defensible CEQA significance threshold, and managing public outreach to support the project.

City of Roseville, Community-Wide Sustainable Action Plan, Placer County, California. Climate change analyst/urban planner for preparation of the sustainability action plan (SAP), which will include a communitywide inventory of baseline emissions, development of proposed programs and policies to reduce emissions from all sources and sectors, and a mechanism to quantitatively track emissions reductions from implementation of the SAP. As part of the work effort, AECOM is assisting in the implementation of a communitywide sustainability public outreach campaign that utilizes tailored community-based social marketing (CBSM) mechanisms, traditional public outreach strategies, and established bodies of community participation. AECOM assisted the City in facilitating a 36-member action committee to increase awareness of the community's sustainability efforts and responsibilities and to assist in the preparation of the SAP.

City of Mountain View, Climate Action Plan Development, Santa Clara County, California. Climate change planning specialist for the preparation of a climate action plan to prioritize GHG reduction measures, including identification of economic costs/benefits for each, and how each proposed measure contributes toward meeting GHG reduction targets established by the City of Mountain View. The plan also includes public outreach and coordination with the City's advisory committees, and will be incorporated within a soon-to-be-initiated general plan update.

Cities of Albany, Piedmont, Menlo Park, Climate Action Plans for Local Municipalities, Alameda and San Mateo Counties, California. Urban and environmental planner helping to prepare climate action plans for multiple municipalities in California. The climate action plans will address measures to reduce greenhouse gas emissions generated by city-operated facilities (e.g., water treatment plants, city-owned vehicle fleet), as well as from emissions

sources that are privately owned or operated, including indirect sources (e.g., motor vehicle trips). The climate action plans will include measures that incentivize green building and energy-efficient retrofits, and encourage land use planning policies that limit vehicle-miles travelled and opportunities for renewable energy sources.

Cities of Albany and Piedmont, Climate Action Plan Development, Alameda County, California. Climate change planning specialist for the development of climate action plans that prioritize greenhouse gas (GHG) reduction measures for the Cities of Albany and Piedmont, identifying economic costs/benefits for each, and identifying how each proposed measure would contribute toward meeting GHG reduction targets established for each City. Each plan also includes public outreach and coordination with City advisory committees, and will be incorporated within either ongoing or soon-to-be-initiated general plan updates.

Solano County General Plan, EIR and Sea Level Rise Strategic Program, Solano County, California. Environmental planner developing a Sea Level Rise Strategic Program for Solano County (County). In consultation with the Bay Conservation and Development Commission, Mr. Thomas created a program that would allow the County to identify threatened areas and resources and create protection and adaptation strategies. He also prepared climate change section of the County's draft general plan. This document contains nearly 100 policies and programs aimed at reducing greenhouse gas emissions, including policies in the areas of land use, circulation, green building, infrastructure, water and energy efficiency, public transit, ecosystem protection, and municipal operations.

Yuba County, Yuba County General Plan Update and EIR, Yuba County, California. Climate change analyst and urban planner for this comprehensive update to Yuba County's general plan. Included in the work program is an extensive and engaging public outreach process, coordination with a General Plan Update Advisory Committee, and preparation of a program EIR. Key issues for this general plan update include infrastructure constraints, strategic policy to encourage job development in the county, promotion of retail and commercial service development that is convenient for existing and future residents, planning for greenhouse gas reduction, allowing for future incorporation of viable future cities, and taking into account the needs of a diverse population and geography.



George Lu
Air Quality Analyst

Education

B.S., Environmental Resources and Science, University of California, Davis,
2005

George Lu is an air quality analyst in AECOM's Air Quality and Noise service group. He prepares air quality environmental setting sections and impact assessments for a variety of development projects. Mr. Lu's work experience includes preparation of technical studies and related sections of California Environmental Quality Act (CEQA) documents for commercial, industrial, residential, mixed-use, recreational, educational, and other development projects. He has performed air quality analyses using the California Air Resources Board-approved models EMFAC2007 and URBEMIS2007, which are used to estimate operational, construction, and vehicular emissions. In addition, he has experience using the Bay Area Air Quality Management District's simplified CALINE4 screening model for CO hot-spots analyses. Mr. Lu has also helped develop and quantify emissions and prepare analyses for health risk assessments for residential, mixed-use, and industrial development projects.

Project Experience

Cities of Albany and Piedmont, Climate Action Plan Development, Alameda County, California. Air quality analyst for climate action plans prepared by AECOM for the Cities of Albany and Piedmont. The plans will prioritize greenhouse gas (GHG) reduction measures for each city, identifying economic costs/benefits for each, and identifying how each proposed measure contributes toward meeting GHG reduction targets established for each city. Each plan also includes public outreach and coordination with City advisory committees, and will be incorporated within either ongoing or soon-to-be-initiated general plan updates.

Solano County General Plan Update and Climate Action Plan, Solano County, California. Air Quality/Climate Change Analyst. AECOM developed the general plan update program and CAP addressing unincorporated Solano County. This

project focuses on sustainable development from environmental, economic and equity perspectives, incorporating recommendations for city-centered development and the protection of farmland, open space, and natural resource areas. AECOM developed goals, policies, and implementation strategies that will allow the County to accommodate growth, while reducing GHG emissions.

City of West Hollywood Climate Action Plan and General Plan EIR, West Hollywood, California. Air Quality/Climate Change Analyst. AECOM is preparing a standalone CAP accompany the City's updated General Plan. As part of this project, AECOM is completing a baseline GHG emissions inventory for base year 2008, emissions projections for 2020 and 2035, a General Plan Noise Element, and a Program EIR for the General Plan update.

Roseville Community-Wide Sustainable Action Plan, Roseville, California. Air Quality/Climate Change Analyst. AECOM is preparing a community-wide sustainability action plan (SAP), which will include a communitywide inventory of baseline emissions, programs and policies to reduce emissions from all sources and sectors, and a mechanism to quantitatively track emissions reductions from implementation of the SAP. As part of the work effort, AECOM is assisting in the implementation of a communitywide sustainability public outreach campaign that utilizes tailored Community-Based Social Marketing (CBSM) mechanisms, traditional public outreach strategies, and established bodies of community participation. AECOM assisted the City in facilitating a 36-member Sustainability Action Committee (SAC) to increase awareness of the City and community's sustainability efforts and responsibilities and to assist in the preparation of the SAP. The SAP includes sustainability measures that can be applied to both existing and future development, and includes a cost-effectiveness evaluation of proposed measures.

Climate Action Plan Development, Mountain View, California. Air Quality/Climate Change Analyst. AECOM was selected by the City to prepare a CAP to prioritize GHG reduction measures, identifying economic costs/benefits for each, and identifying how each proposed measure contributes toward meeting GHG reduction targets established by the City. The plan also includes public outreach and coordination with City advisory committees, and will be incorporated within a soon-to-be-initiated General Plan update.

City of Union City Climate Action Plan, Alameda County, California. Air Quality/Climate Change Analyst. AECOM is assisting the City of Union City with the development of a Climate Action Plan and associated environmental clearance document to help achieve its impressive goal of a 30% greenhouse gas emission reduction below 2005 levels by the year 2020. The scope of work includes analysis of the City's existing GHG emissions inventory; analysis of emission reduction benefits of projects that have been implemented since 2005; GHG reduction and adaptation strategies; a cost effective community engagement process; quantitative analysis of proposed GHG reduction measures in terms of emission reductions and cost effectiveness; and a robust implementation plan.

City of Lee Summit, Missouri Sustainable Action Plan, Lee Summit, Missouri. Climate Change Analyst. AECOM is assisting the City of Lee Summit, Missouri with the development of a Sustainable Action Plan. Mr. Lu will be working with City staff to develop their first comprehensive GHG inventory. The scope of work also includes developing a list of action measures and policies that will guide the City's future growth in a more sustainable fashion. Mr. Lu has and will continue to participate in public education and outreach events to receive feedback from the community and councilmembers.

Volusia County, Florida Sustainable Action Plan, Volusia County, Florida. Climate Change Analyst. AECOM is assisting Volusia County, Florida with the development of a Sustainable Action Plan for their municipal operations and community-wide activities (i.e., unincorporated areas). Mr. Lu has been working with County staff and other stakeholders to develop a GHG inventory for both municipal operations and the unincorporated County. Mr. Lu will be participating in public outreach and action plan workshops to engage the community in discussion about the plan. Mr. Lu will also help develop and quantify the GHG reduction potential of reduction measures and policies that will be implemented as part of the plan.

Solano Transportation Agency Greenhouse Gas Inventories, Solano County, California. Air Quality/Climate Change Analyst. AECOM developed a greenhouse gas and criteria air pollutant inventory for the cities of Fairfield, Dixon, Rio Vista, Vacaville, and Suisun City. AECOM developed all five inventories using consistent data sources and quantification methodology to ensure that future climate action planning will be comparable throughout Solano County.



Jessica C. Law, AICP
**Urban and Environmental Planner/
Public Participation Specialist**

Education

Certificate, Conflict Resolution, UC Davis Extension Program, In Progress
M.R.P., University of Massachusetts, Amherst, 2007
B.A., Ecological Biology, Connecticut College, New London, 2002

Professional Registrations

American Institute of Certified Planners

Affiliations

Member, American Planning Association
Young Leader, Urban Land Institute

Jessica C. Law, AICP, is an experienced professional with a diverse background in urban and rural land use planning and policy, community development, open space preservation, and ecology. Ms. Law has been involved in all stages of the land use planning process from data collection and synthesis, to issues identification, alternatives analysis, and policy development. Through her work on general plans she has developed a strong understanding of the challenges California communities face when developing long-term plans for growth. Dedicated to community outreach, Ms. Law has conducted multicultural outreach campaigns in South Sacramento; facilitated focus groups on fair housing in Stockton; co-managed general plan update advisory committee meetings in San Benito County; and organized and conducted several series of public outreach workshops in San Joaquin, Merced, and Calaveras Counties for their general plan updates.

Project Experience

Suisun City General Plan Update, CEQA Analysis & Documentation, and Zoning Ordinance Update, Suisun City, CA. Urban Planner/Public Outreach Specialist. AECOM is updating the General Plan to comply with changes in planning and environmental laws, identify infill development opportunities, enhance pedestrian and bicycle connectivity, and improve the City's economic base. Climate change and the potential effects of sea level rise are also key topics. AECOM is also preparing an EIR and updating the Zoning Ordinance to make it more user friendly and include illustrated design guidance. The zoning update will occur concurrently with the General Plan update to implement the overall guidance contained in the General Plan.

City of Sacramento, South Area Community Plan, Sacramento County, California. Assistant planner who led a series of community presentation for bilingual and minority

groups, and developed a series of multilingual informational brochures and fact sheets.

City of Sacramento, General Plan Advisory Committee, Sacramento County, California. Assistant planner who attended General Plan Advisory Committee meetings during policy refinement.

Merced County, General Plan Update Workshops, Merced County, California. Assistant planner who facilitated two rounds of workshops on issues and opportunities and alternatives.

San Joaquin County, General Plan Update Workshops, San Joaquin County, California. Assistant planner who facilitated two rounds of workshops on visioning and issues and opportunities.

Calaveras County, General Plan Update Workshops, Calaveras County, California. Assistant planner and deputy project manager who facilitated one workshop on issues and opportunities, and developed and conducted a workshop on alternatives.

Calaveras County, Water Element, Calaveras County, California. Deputy project manager who co-facilitated a series of consensus-building workshops in partnership with MWH and the Center for Collaborative Policy, and contributed to the development of a consensus-based Water Element.

San Benito County, General Plan Advisory Committee, San Benito County, California. Assistant planner who led a series of community presentation for bilingual and minority groups, and developed a series of multilingual informational brochures and fact sheets.

City of Sacramento, General Plan Update, Sacramento County, California. Assistant planner and contributor to the development of the general plan policy document, and primary author of a revision to community plans including development of the South Sacramento Community Plan.

Calaveras County, General Plan, Calaveras County, California. Assistant planner and later deputy project Manager who contributed writing and analysis to all major project deliverables including the general plan background report, issues and opportunities report, alternatives report,

and draft policy document; and conducted three rounds of public workshops.

Calaveras County, Housing Element Update, Calaveras County, California. Project manager and primary author who completed all analysis and policy writing, conducted stakeholder workshops, and worked with the California Department of Housing and Community Development to certify the element.

San Joaquin County, Housing Element, San Joaquin County, California. Project manager and primary author who completed all analysis and policy writing, conducted stakeholder workshops, and worked with the California Department of Housing and Community Development to certify the element.

City of Union City, Housing Element Update, Alameda County, California. Project manager and primary author who completed all analysis and policy writing, conducted stakeholder workshops, and worked with the California Department of Housing and Community Development to certify the element.

City of Visalia, Housing Element Update, Tulare County, California. Project manager and primary author who completed all analysis and policy writing, conducted stakeholder workshops, and worked with the California Department of Housing and Community Development to certify the element.

San Benito County, General Plan Update, San Benito County, California. Assistant project planner who contributed to the background report and assisted in community workshops.

San Joaquin County and City of Stockton, Analysis of Impediments to Fair Housing Choice, San Joaquin County, California. Project manager and primary author who completed all analysis and policy writing and conducted stakeholder workshops and interviews.

Fresno Council of Governments, San Joaquin Valley Blueprint Roadmap, Fresno County, California. Assistant planner who contributed to the Blueprint summary report and Blueprint Roadmap Implementation Plan.

JEFF LOUX, Ph.D.
jdlox@ucdavis.edu; (530) 757-8577

Jeff Loux, Ph.D., is the Chair of Science, Agriculture, and Natural Resources and Director of Land Use and Natural Resources at the UC Davis Extension, as well as adjunct faculty with Environmental Design at UC Davis. Dr. Loux has twenty five years of experience in the public, private, and academic sectors in land use and environmental planning, water resource management, facilitation/mediation and administration. He is currently responsible for over 140 short courses, conferences, and training opportunities each year in public participation and dispute resolution, urban planning, natural resource management and related fields, serving over 4,000 people per year.

The program conveys certificates in Land Use and Environmental Planning, Green Building and Sustainable Design, Geographic Information Systems, and various on line Sustainable Studies and Energy certificates. The program provides professional education for attorneys, planners, designers, administrators, scientists and resource managers. Dr. Loux also teaches courses in Landscape Architecture and Environmental Science and Policy at UC Davis, and conducts research in environmental planning and water policy. He has chaired major conferences including watershed management, infill development and endangered species protection, and has lectured in Europe, Thailand, Korea, and Australia.

Dr. Loux has published widely including papers, articles, books and chapters in the areas of land use planning, sustainability, water resources policy and community involvement including two books entitled: **Water and Land Use** (Solano Press Books 2004) and **The Open Space and land Conservation Handbook** (Solano Press Books 2011). The water book is one of the first to directly address the connections between water use and urban growth and the interactions between land use planning and water resources planning and management.

As a facilitator and mediator, Dr. Loux worked on a diverse range of public policy issues. As an associate with the Center for Collaborative Policy, he has spent ten years as the lead mediator for the award-winning Sacramento Water Forum – a regional collaborative involving 40 stakeholders – negotiating water supply and river protection agreements. Dr. Loux has also facilitated workshops for the Sacramento Area Flood Control Agency and for the Sacramento Riverfront Committee, as well as run processes for the State Water Resources Control Board and the California Bay Delta Authority. He is often asked to combine his technical expertise in water resources with mediation skills in projects such as the Soquel Water District Integrated Resources Plan and the Napa River Watershed Task Force. Recently, Dr. Loux led the Technical Advisory Committee for the New River Strategic Plan, a plan to address serious water quality issues on a river flowing from Mexico into the Salton Sea in California.

Before joining the University, Dr. Loux served as a planning consultant, creating and directing the Davis office of Moore, Iacofano, Goltsman (MIG). As a consultant, he managed a wide variety of projects ranging from the Merced River Wild and Scenic River Plan for Yosemite National Park to local general plans, downtown designs, and park and recreation

master plans. From 1992 – 1998, Dr. Loux served as the Community Development Director of the City of Davis, managing a staff of 30 and directing all aspects of municipal planning, redevelopment, housing, and natural resource management. He has previously taught at U.C. Berkeley, U.C. Santa Cruz, and U.C.L.A.

Education

Doctorate from U.C. Berkeley in Environmental Planning, 1987

Master's Degree from U.C.L.A. in Physical Geography, 1980

Bachelor's Degree from U.C. Santa Barbara, 1978.

Julia Lave Johnston

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PROFESSIONAL EXPERIENCE

UC DAVIS EXTENSION, Davis 4/2011-Present

Co- Director Land Use and Natural Resources

- Manage UCDE Land Use and Natural Resources Unit which offers between 150 and 200 professional education courses annually.
- Oversee professional certificates and focus areas in Land Use and Environmental Planning, Green Building and Sustainable Design, Sustainability and the Built Environment, and Conflict Resolution.
- Develop marketing strategies and materials.

GOVERNOR'S OFFICE OF PLANNING & RESEARCH (OPR), Sacramento 2/2004-3/2011

Deputy Director for Planning Policy (2009-2011) & Senior Planner (2004-2009)

- Developed and implemented state land use, resource, and infrastructure planning policy.
- Integrated and implemented climate change and land use policy including adaptation issues.
- Provided technical assistance to federal; regional; state agencies and departments; and local governments on planning and resource issues.
- Coordinated and facilitated inter- and intra-governmental teams focusing on state goals and objectives.
- Conducted outreach and education (marketing and publicity) activities for variety of groups including organizing workshops and conference sessions, creating slide shows and giving presentations.
- Supervised staff and recruited and supervised student interns.

Accomplishments:

- Developed Strategic Growth Council (SGC) concept for inclusion in Governor's 2008 budget.
- Managed the development of SGC organizational framework and operations.
- Facilitated SGC staff in developing four grant programs.
- Developed SGC outreach and education program.
- Responsible for content and scheduling of all SGC Council and staff meetings and working groups 2008-2010.
- Outside reviewer of publications for Public Policy Institute of California (PPIC) and the Institute for Local Government (ILG).
- Developed concept and wrote application for multi-agency project proposal that was awarded USEPA Smart Growth Technical Award.
- Executive steering committee, Caltrans' Smart Mobility Framework.
- California Regional Blueprint Program management team; received 2009 FHWA Environmental Excellence Award along with HCD and Caltrans for managing the program.
- Invited participant: *Land Use Planning and Climate Change Practice, Promise, and Policy: A Trans-Atlantic Workshop*, Dubrovnik, Croatia. Sponsored by The Lincoln Institute of Land Policy; The National Center for Smart Growth Research and Education, University of Maryland; and The Habibforum Foundation, May 2009.
- *Climate Change Scoping Plan; A Framework for Change*, CARB (December 2008) Contributor.
- *Beale Joint Land Use Study*, OPR; (May 2008) Project Manager/Editor.
- *California Advisory Handbook for Community and Military Compatibility Planning*, OPR, (February 2006) Project Manager/Editor; received 2006 Sac Valley APA Section Award for excellence in planning.
- Facilitated development of the California Military Land Use Compatibility Analyst, an interactive, on-line planning tool.

PROFESSIONAL EXPERIENCE *(Continued)***SACRAMENTO VALLEY SECTION BOARD, CA CHAPTER, AMERICAN PLANNING ASSOCIATION (APA)** **2004-Present*****Section Director (2008-Present), Programs Director/Awards Coordinator (2004-2008)***

- Develop annual budget.
- Develop and coordinate implementation of programs to serve section membership.
- Manage part-time staff.
- Recruit non-elected board positions.
- Coordinate volunteer board of 10-15.
- Represent Section on the State APA Board.

Accomplishments:

- Founded and managed annual regional speakers series with design, planning, environment and development professional organizations in region for cross discipline dialogue now in third year.
- Founded and managed *Walking the Walk, Talking the Talk* speakers series for four years.
- Initiated regional award program for outstanding community contribution called Regional Vision Award and the Legacy Award and scholarship.
- Executive Committee for PLAN Sac Valley mentorship program.
- Oversaw creation of section's Young Planners Group that is now a statewide and national model.
- 2009 State APA award for excellence in section programing.
- 2009 State APA conference hosted by Sacramento Valley Section.

CALIFORNIA RESEARCH BUREAU, Sacramento **5/2000-2/2004*****Senior Policy Analyst (2001-2004) & Policy Analyst (2000-2001)***

- Planned, conducted, and collaborated on research studies and program evaluations requested by the Legislature and the Governor's Office with a focus on local government finance and governance, land use planning, and housing issues.
- Advised Legislators, their staffs and policy makers on issues related to policy development.
- Prepared formal and informal presentations based on research.
- Participated as expert on task forces and advisory committees.

Accomplishments:

- ***General Plan Guidelines, OPR*** (October 2003) Contributor Author.
- ***Environmental Goals and Policy Report (EGPR) 2003***, OPR (November 2003) Contributor.
- ***Common Interest Developments: Housing at Risk?*** CRB (August 2002) Primary Author.
- ***Can You Save Money and Still Save Lives?: The Debate Over Fire Department Privatization***, CRB (June, 2001) Author.

LOCAL GOVERNMENT COMMISSION (LGC), Sacramento **8/1998-5/2000*****Project Manager (August 1998-May 2000) & Center for Livable Communities Project Assistant (August 1997-December 1997)***

- Managed and developed programs for local governments in the San Joaquin Valley and statewide focusing on land use, economic development, livable communities/smart growth issues and participation tools and technique
- Built collaborative relationships with local governments and community organizations to identify needs and effective outreach methods.
- Outreach and education efforts included developing and conducting workshops, providing technical assistance, developing guidebooks, writing newsletters, and organizing networking events.
- Participated in organization's policy development and fundraising.
- Developed and managed budgets for projects including grant reporting requirements.

Accomplishments:

- Managed and developed programs for San Joaquin Valley Air Pollution District grant focused on improving air quality through land use planning and community design.
- Developed and conducted visual preference surveys.
- Received National Endowment for the Arts Grant to work with Latino elected officials on community design for economic development and community identity.
- Received Great Valley Center LEGACI grant for Latino elected official capacity building workshops.

PROFESSIONAL EXPERIENCE *(Continued)***THE GOVERNOR'S OFFICE OF INTERGOVERNMENTAL AFFAIRS/EXECUTIVE FELLOWSHIP PROGRAM, Sacramento****9/1996-7/1997*****Special Assistant to Director & Executive Fellow***

- One of 15 Fellows selected for graduate public policy and leadership development program sponsored by the California Governor's Office and California State University, Sacramento.
- Undertook research in support of Governor's local government policy and programs focusing on government organization, community and economic development, local finance, and land use.

Accomplishments:

- Organized the 1997 California Executive Academy for local decision makers.
- Produced quarterly newsletter for local governments.

DELIBERATIVE DEMOCRACY PROJECT, Eugene, Oregon**10/1994-9/1995*****Project Manager/Research Associate***

- Managed *The Village Project*, a program designed to involve residents in creating child and family friendly communities.
- Provided technical and programmatic support for projects designed to increase public participation and decision making at local and state levels.

Accomplishments:

- Coordinated a series of public workshops around the city of Eugene.
- Participated in designing numerous workshops and surveys to increase public input into local and state decision making in Oregon and Colorado.

PPPM SOCIAL ENVIRONMENT WORKING GROUP, Eugene, Oregon**12/1993-9/1995*****Facilitator***

- Initiated a Planning and Public Policy Management Department committee to improve organizational climate and encourage community.
- Represented PPPM on the Architecture and Allied Arts Advisory Committee to the Dean.

Accomplishments:

- Organized Career Day Forum to increase multicultural student awareness of planning as a profession.
- Organized practitioner speakers series.
- Founded Women in PPPM support group.

LOS ALTOS COMMUNITY FOUNDATION (LACF), Los Altos, California**4/1990- 6/1996*****Consultant***

- Program design and administration, proposal research and writing, production of informational materials, and public outreach for a new community nonprofit.

Accomplishments:

- Public outreach and fundraising material to promote new nonprofit.
- Formation of leader training group to encourage residents involvement in the community.

THE POPULATION COUNCIL, New York, New York**4/1990-8/1993*****Public Information Staff***

- Coordinated and managed communication and publication projects in the New York office and with five international offices.
- Responded to information requests from other organizations, the media and the public.
- Desktop published and managed the production of informational materials, press releases and guidebooks.

Accomplishments:

- Availability of easy to understand, informational materials in multiple languages.
- Factual, easy to understand information about a contentious topic.
- Clear message about organizations mission and objectives.

EDUCATION

University of Oregon, Masters in Community and Regional Planning (MCRP), 1996
Masters Project: Rebuilding Community; Revitalizing Democracy

New York University, classes toward a Nonprofit Fundraising Management Certificate, 1991-1993

University of Paris (Sorbonne), Certificat de Langue Française, 1988

University of California, Berkeley, BA English Literature, Phi Beta Kappa, 1987

Northwestern University, Communication Studies, 1982-1983

PROFESSIONAL & COMMUNITY ACTIVITIES

- Board Member, Ubuntu Green, Sacramento Region
- Section Director, American Planning Association, Sacramento Valley Section
- Board Member, American Planning Association, California Chapter
- Advisory Committee Member, UC Davis Center for Regional Change
- Environmental Interest Group member, Sacramento Transportation and Air Quality Collaborative; 2005 SACOG Citizen of the Year Award with other SACTAC members
- Founder, Catalyst Award, University of Oregon
- Troop Leader, Girl Scout Troop #665

RECENT PRESENTATIONS & EVENTS

- Guest Instructor Sacramento State, California Land Use Policy, *Thinking Regionally, Acting Locally*; October 2011
- California American Planning Association Annual Conference, *Sessions on Grant Writing Strategies for Local Government; Complete Streets, and Estimating VMT Reductions*, Santa Barbara; September 2011
- Regional Council of Rural Counties Annual Conference, *Climate Change and the Impact on Local Government*; Sacramento; April 2010
- New Partners for Smart Growth Conference, *State Climate Change Policy/Strategic Growth Council*, Seattle, WA; February 2010
- League of Women Voters Bay Area, *Sustainable Communities*, Oakland; January 2010
- League of California Cities Housing, Community & Economic Development Policy Committee, *Strategic Growth Council Grants*, Sacramento; January 2010
- California Urban Forests Council Conference, *Strategic Growth Council and Climate Change Policy*, Ventura; October 2009
- California American Planning Association Annual Conference, *Sessions on Adaptation; Funding Sustainability & Form-Based Codes*, Tahoe; September 2009
- *Executive Workshop on State Transportation and Climate Change: A workshop to Foster GHG Reductions by Slowing VMT Growth and Increasing Energy Efficiency*, sponsored by AASHTO, CCAP, Rockefeller Foundation, Woods Hole, MA; September 2009
- Oregon State APA Annual Conference, *Climate Change Policy Workshop*, Portland; June 2009
- Sierra Nevada Alliance Conference, *State Climate Change Policy*, Sacramento; June 2009
- California Department of Public Health Teleconference, *Statewide Public Health and SB 375*; June 2009
- *Land Use Planning and Climate Change Practice, Promise, and Policy: A Trans-Atlantic Workshop*, Sponsored by The Lincoln Institute of Land Policy; The National Center for Smart Growth Research and Education, University of Maryland; The Habiforum Foundation, Dubrovnik, Croatia; May 2009
- Statewide SB 375 Workshop Series, *Implementing SB 375: What Local Governments Need to Know About Climate Change Legislation*. Sponsors Local Government Commission, OPR & Senator Steinberg's Office, San Diego, Oakland and Los Angeles; March-June 2009
- LGC Ahwahnee Conference, *State Climate Change Issues*, Yosemite; March 2009
- California Environmental Dialogue, *State Climate Change Policy*; April & August 2008
- Center for Civic Partnership, *How Planning Standards Can Be Tools for Improving Community Health*, Oakland; April 2008
- UCLA Land Use Law & Planning Conference, *When Policy Meets Populism: General Plans Under Siege*, Los Angeles; January 2008

Jeremy Nelson

Principal



Jeremy Nelson has ten years experience as a multimodal transportation and land use researcher, planner, and policy analyst in the public, private, and non-profit sectors. He also has extensive knowledge of interactions of land use and development patterns, transportation systems, and public health outcomes. Jeremy has advanced expertise in research, communication, and group facilitation. He is one of Nelson\Nygaard's leaders in developing regional transportation plans to support land use and economic development goals, creating clear and persuasive plan documents, and facilitating community and stakeholder outreach.

EDUCATION

Executive Certificate in Sustainable Leadership, Presidio Graduate School of Management
M.A. in Urban Planning, University of California, Los Angeles
Bachelor of Arts, History, Reed College

EXPERIENCE

Nelson\Nygaard Consulting Associates Inc.

Principal, 2010–Present; Senior Associate, 2006–2010; Associate Project Manager, 2005–2006

Transportation and Mobility Plans for the cities of Ventura (CA), Glendale (CA), and others

- For the City of Ventura's Downtown Mobility Plan, Mr. Nelson developed a comprehensive package of parking policy reforms and transportation demand management strategies to help downtown Ventura revitalize their community goals and improve transportation choices. As part of this study, Mr. Nelson analyzed current transportation conditions and needs by auditing existing policies and plans, collecting new parking occupancy data, and facilitating stakeholder interviews and public outreach. Mr. Nelson also conducted a national peer review of comparable jurisdictions to identify best practices relevant to local conditions.

Parking Needs Assessment and Parking Management Plans for new mixed-use developments

- Mr. Nelson has analyzed parking demand for a number of new mixed-use development projects. Recommendations have included parking operation strategies (such as shared parking and valet parking) and demand reduction strategies that satisfy both market demand and community goals. Working with developers, public agency staff, and community residents, Mr. Nelson has helped to facilitate consensus on how to minimize and mitigate the traffic and parking impacts of new development proposals.

Integrated Transportation and Land Use Planning

- Mr. Nelson has significant experience analyzing the interactions between transportation systems, land use patterns, and public health and economic development outcomes. For the Planning for Active Transportation and Health (PATH) project in Humboldt County (CA), Mr. Nelson worked to develop a new planning process and cost-effective analytical tools to help regional planners and decision makers implement policy reforms and multimodal infrastructure investments to improve transportation equity and support community goals for land use, public health, and economic development.

Transportation Economics, Funding Alternatives, and Revenue Strategies

- Through his academic training, contract research, and direct project experience, Mr. Nelson has developed a sophisticated understanding of transportation economics, funding alternatives, and revenue strategies. For the City of Ventura, Mr. Nelson developed parking management recommendations to both better manage scarce downtown parking and optimize parking revenue to fund downtown improvements. In Humboldt County, Mr. Nelson developed a comprehensive list of implementable revenue sources to fund new multimodal transportation improvements in rural regions with limited resources. Mr. Nelson was also the co-author of a recent paper analyzing revenue options for San Francisco's transit system.

Community Outreach and Public Process Facilitation

- Mr. Nelson is one of Nelson\Nygaard's outreach and facilitation specialists. In Mr. Nelson's previous work in the public- private-, and non-profit sectors, he developed the ability to understand issues from the diverse perspectives of multiple stakeholders and identify common ground as a basis for building consensus. At Nelson\Nygaard, Mr. Nelson has played a significant role on several high-profile, multi-stakeholder community involvement processes in a variety of contexts. For the PATH project in rural Humboldt County, Mr. Nelson facilitated small group discussions, in which officials, agency planners, service providers, and community advocates— many of whom had never previously sat down at the same table together-- developed a common vision for transportation reform. For the San Francisco Better Streets Plan, Mr. Nelson is leading the implementation of a public participation module that will reach every neighborhood in the city, with 25 events tailored to unique needs of diverse urban populations.

PREVIOUS EXPERIENCE

Transportation for a Livable City

Policy Director, 2003–2005

- Working in a start-up policy entrepreneur environment, Mr. Nelson's responsibilities included reviewing development proposals and long-term plans/policies; creating organizational position based on best practices policy research; lobbying developers, planners, and decision makers; advocating legislative reforms to address connections between land use and transportation; and outreaching to and organizing affected stakeholders and community groups. Mr. Nelson's organizational capacity-building responsibilities include member and media outreach, recruiting and managing interns, and website management.

Transportation and Land Use Coalition

Innovative Programs Coordinator, 2002–2003

- Mr. Nelson was responsible for completion of the Instant Advocate Toolkit, an interactive CD-ROM and website designed to provide low-income communities with resources needed to effect positive neighborhood change. The Toolkit included 40 summaries of innovative land use and transportation policies and programs, highlighting lessons learned in other communities, and providing a step-by-step implementation strategy. Mr. Nelson also recruited and managed the work of 20 volunteer research interns and collaborated with colleagues in developing the functionality and design of the final CD-ROM and website.

Group 4 Architecture, Research + Planning

Assistant Planner, 2000–2002

- As an Assistant Planner, Mr. Nelson assumed increasingly responsible duties within a dynamic planning and design firm, conducting land use, transportation, and demographics research, authored substantial planning documents, managed client interactions, developed outreach techniques tailored to the unique needs of specific populations and user groups, and facilitated community workshops. Mr. Nelson also gained significant experience in facility and site evaluation methods, project budget analysis, and public participation techniques.

City of Portland, Office of Planning & Development Review

Land Use Research Analyst, 1998–2000

- Mr. Nelson was responsible for researching land use history, existing infrastructure, zoning and environmental information for pending development proposals and area plans and incorporating this information into detailed case reports for work group of 40+ planners. In this position, Mr. Nelson gained a sophisticated understanding of the conceptual framework and practical tools of transportation and land use planning through close interaction with policy analysts and development review planners.

Colin Burgett, AICP

Principal



Colin Burgett, AICP, has over 14 years of professional experience in multimodal transportation engineering and integrated transportation/land use planning. He has specialized experience in integrated land use, transit, and multimodal transportation planning, including station planning, street design, and traffic operations. Colin manages projects that place a strong emphasis on facilitating the interactions between transportation systems, land use patterns, and urban design components.

EDUCATION

M.S. City and Regional Planning, Cal Poly, San Luis Obispo, California, 1998
B.S., Political Science, University of Oregon, 1993

EXPERIENCE

Nelson\Nygaard Consulting Associates Inc.
Principal, 2009–Present

Integrated Transportation and Land-Use Planning

- Mr. Burgett manages projects that place a strong emphasis on facilitating the interactions between transportation systems, land use patterns, and urban design components. For the Baylands Specific Plan in Brisbane (CA), Colin worked with a multi-disciplinary planning team to develop a land use/transportation plan that specified a mix of land uses at appropriate densities, with a street and urban design plan to facilitate internal circulation for pedestrians and transit service to include heavy rail, light rail and bus service.

Long-Range Transportation Plans and General Plan Updates

- Through direct project experience, Mr. Burgett developed a sophisticated understanding of traffic operations analysis tools and travel demand forecasting methods. Colin managed the preparation of transportation impact studies for citywide plans, large area plans, residential projects, campus master plans, hospital retrofit projects, and mixed-use development projects.

Transit-Oriented Development and Station Area Plans

- Mr. Burgett collaborated with multi-disciplinary engineering, planning and urban design teams to prepare transit-oriented development (TOD) plans for various rail stations and transit corridors. Colin managed the Oakland Airport/Coliseum BART Station Area planning effort for the city of Oakland (CA), led development of a TOD-focused land use/transportation plan adjacent to the Bayshore Intermodal Station in San Francisco/Brisbane (CA), and developed street design and pedestrian improvement options for a proposed bus rapid transit (BRT) corridor in San Leandro (CA).

Bicycle and Pedestrian Planning

- Mr. Burgett places a strong emphasis on the incorporation of bicycle and pedestrian components within each planning effort. In addition, Colin authored bicycle master plans for the cities of Oakland (CA) and San Leandro (CA), and developed a pedestrian safety strategy for the city of Stockton (CA).

Integrated Transportation and Land-Use Planning

- Mr. Burgett manages projects that place a strong emphasis on facilitating the interactions between transportation systems, land use patterns, and urban design components. For the Baylands Specific Plan in Brisbane (CA), Colin worked with a multi-disciplinary planning team to develop a land use/transportation plan that specified a mix of land uses at appropriate densities, with a street and urban design plan to facilitate internal circulation for pedestrians and transit service to include heavy rail, light rail and bus service.

Campus Planning and Site Design

- Mr. Burgett developed campus transportation plans and designed transportation amenities for colleges, hospitals and large companies. Key clients have included City College of San Francisco, California Pacific

Medical Center (San Francisco, CA), Genentech (South San Francisco, CA), and Foothill College (Los Altos Hills, CA).

Parking Needs Assessment and Parking Facility Design

- Mr. Burgett evaluated the adequacy of parking supply, and parking management policies for public agencies and private developers. Colin has designed parking facilities for various clients.

Traffic Calming and Neighborhood Traffic Management

- Mr. Burgett prepared traffic calming guidelines for cities such as Napa (CA), managed development of a Neighborhood Traffic Management program in Stockton (CA), and developed site-specific traffic calming components for various community planning efforts.

Transportation Demand Management (TDM) Strategies

- Mr. Burgett developed TDM strategies for cities, colleges, developers, and institutional clients.

PREVIOUS EXPERIENCE

Fehr & Peers, San Francisco, CA

Senior Transportation Engineer/Planner, 2001–2009

City of Oakland, CA, Community & Economic Development Agency

Strategic Planner, 1998–2001

City of Eugene, OR, Planning Department

Land Use Planner, 1995–1996

City of Tigard, OR, Planning Division

Land Use Planner, 1994

PUBLICATIONS AND PRESENTATIONS

- Author: Hoover Area Community Mobility Plan (Transportation Element). Redwood City, CA, 2008.
- Presenter: Brisbane Baylands Plan Alternatives. City of Brisbane, CA, 2008.
- Co-author and presenter: Transit-Oriented Development and the Suburban Shopping Mall, presented at the 45th annual International Making Cities Livable Conference in Portland, OR, 2007.
- Co-author and presenter: Petaluma General Plan (Mobility Element). City of Petaluma, CA, 2005.
- Co-author: Bicycle and Pedestrian Master Plan. City of San Leandro, CA, 2004.
- Author: Street Design Guidelines and Pedestrian Safety Strategy. City of Stockton, CA, 2003.
- Author and presenter: Bicycle Master Plan. City of Oakland, CA, 1999.

PROFESSIONAL MEMBERSHIPS AND AFFILIATIONS

- Professional Certification: American Institute of Certified Planners
- Member: American Planning Association
- Member: Urban Land Institute

Paul Jewel

Principal



Paul Jewel is a Public Transit Project Manager and Lead Planner with 17 years of experience. From 2005 through 2010 he was the head of the firm's Public Transit Planning Practice. He specializes in fixed-route planning, operations, transit center evaluations, and passenger amenity evaluations. Paul has served as project manager or deputy project manager on numerous transit service planning/development projects for mid-to-large systems.

EDUCATION

Master of Public Administration with Emphasis on Urban Policy and Transportation,
San Francisco State University
Bachelor of Arts, History/Political Studies, Pitzer College

EXPERIENCE

Nelson\Nygaard Consulting Associates Inc.

Principal Planner and Chief Operating Officer, 1993–Present

Comprehensive Operational Assessments and Line by Line Studies

- These studies, which usually include complete passenger ridechecks and surveys, tend to focus on transit network service planning and the identification of near-term opportunities for increasing ridership and improving productivity without necessarily increasing revenue hours and/or peak vehicle requirements. Recent clients include SamTrans, Culver CityBus, VIA Metropolitan Transit (San Antonio, TX), Vallejo Transit, Spokane Transit Authority, Livermore Amador Valley Transit Authority and Foothill Transit.

Bus Rapid Transit

- Mr. Jewel has worked on nearly a dozen operational studies for single and multi-corridor Bus Rapid Transit projects for clients like the Spokane Transit Authority, the Livermore Amador Valley Transit Authority, Citifare (Reno) and AC Transit. Mr. Jewel's work included assessing operational impacts, determining vehicle requirements and preparing cost estimates for operating scenarios and bus stop amenities.

Strategic & Long Range Transit Plans

- L RTPs generally have a 20-year timeframe and focus on issues related to fleet and facilities, long-term travel patterns, changing market trends and the identification of appropriate transit technologies and High Capacity Transit Corridors. Recent clients include the CalACT (Keeping Communities Connected), Spokane Transit Authority, the City of Fresno (Fresno Area Express) and SamTrans.

Short Range Transit Plans

- S RTPs typically cover a variety of issues and tasks including the assessment of transit demand, customer and general public outreach, marketing, service planning, financial and capital planning. Recent clients include the City of Vallejo, The City of Fairfield, the Reno RTC, SamTrans, and the City of Flagstaff.

Transit Centers Studies

- Mr. Jewel is often asked to address specific operating questions like: 1) what happens to the transit network if the central transfer center is moved to a new location or 2) is it possible to improve the operational efficiency of our existing facility? Clients include the Spokane Transit Authority and the Cities of Vallejo, Santa Rosa and Visalia.

Passenger Amenity Assessments

- These studies include assessments of passenger amenities and information systems at bus stops. Recent clients include the Cities of Flagstaff, Norwalk, plus Capital Metro Transit (Austin) and SamTrans.

Stakeholder Interviews, Focus Groups and Facilitation Exercises

- Worked with business leaders, politicians, multiple transit agencies, citizens groups, and the general public. Recent examples of this work include the Los Angeles County-Wide Short Range Transit Plan and the Fresno Long Range Transit Master Plan.

Ferry Experience

- **Water Emergency Transit Authority (WETA).** WETA, a new agency formed in 2009, hired Mr. Jewel in 2010 to undertake a series of on-call planning tasks for the Vallejo-San Francisco Ferry including: 1) assessment of market potential, 2) five year service planning, 3) assessment of funding opportunities and 4) public outreach. In 2011 Mr. Jewel expects to begin work on a Short Range Transit Plan for the WETA System.
- **City of Vallejo and Vallejo Transit 2008 Crisis Management Plan.** Mr. Jewel and two sub consultants prepared an emergency administration/operations/funding plan to close a \$2 million budget deficit. The plan included targeted service cuts of low productivity trips, replacement of some ferry trips with bus trips, reduction in staffing levels and access to emergency funding through a Regional Transportation Program.
- **City of Vallejo and Vallejo Transit 2001 and 2008 Short Range Transit Plans.** These projects were assessment of Ferry/Bus performance plus service plan recommendations.
- **City of Vallejo and Vallejo Transit 2000 Downtown Vallejo Transit Plan.** Mr. Jewel, as a sub consultant to Korve Engineering prepared bus and ferry plans to support redevelopment plans for downtown Vallejo and the Historic District.
- **City of Vallejo and Vallejo Transit 2002 Mare Island Transportation Study.** Mr. Jewel, as a sub consultant to Korve Engineering, prepared an assessment of the impacts on Bus/Shuttle/Ferry operations related to the redevelopment of Mare Island Naval base.

Privatization/Contract Experience

- **North Natomas Contract Operator Review and Bid Process (2010-2011).** Mr. Jewel assisted the North Natomas Transportation Demand Management Association with an assessment of its commuter service operation and then helped the TMA prepare a RFP for services, conduct interviews with potential bidders, review proposals and prepare a new operating contract.
- **Council of Fresno County Governments Fresno County Transit Consolidation Study 2011.** Mr. Jewel is currently the Lead Planner and Project Manager on this study which is evaluating opportunities for merging three transit systems in a new transit district. Mr. Jewel's role includes assessing staffing levels and exploring options for contracting the combined service to a private sector entity.
- **Performance audits of various transit and planning agencies.** Most of the Mr. Jewel's audit experience involves reviewing the contracts with third party operation/maintenance firms. He will review the contracts and provide recommendations on performance measures, reporting requirements and cost effectiveness.

Intermodal Connectivity Experience

- Most of Mr. Jewel's transit planning studies involve making recommendations for improving intermodal connectivity between bus and rail or bus and ferry systems. Recommendations include proposed improvements for: 1) fare media, 2) timed/seamless transfers, 3) scheduling and 4) shared passenger amenities.

MEMBERSHIPS AND AFFILIATIONS

- California Association for Coordinated Transportation (CalACT)
- California Transit Association (CTA)
- New York Public Transit Association (NYPTA)
- San Francisco Urban Planning Association (SPUR)



2020 L Street, Suite 400
Sacramento, CA 95811
P 916.414.5800
F 916.414.5850
www.aecom.com

EXHIBIT B

TASKS	Principal-in-Charge	Project Manager Studio 30 Fellow	GHG Analyst	Technical Lead	Planner Outreach Specialist	Subtotal AECOM		UC Davis Studio 30	Nelson Nygaard	TOTAL
	Rate/Hour					Hours	Dollars	Dollars	Dollars	Dollars
Task 1. Project management and baseline data review										
Subtotal (Task 1)	16	24	0	13	0	53	\$7,870	\$0	\$2,960	\$10,830
Task 2. Develop Baseline GHG Inventory/Projections										
Subtotal (Task 2)	2	9	61	8	0	80	\$8,960	\$3,000	\$6,972	\$18,932
Task 3. Conduct Public Outreach										
Subtotal (Task 3)	28	30	0	6	42	106	\$13,760	\$2,000	\$1,194	\$16,954
Task 4. Develop GHG Reduction Strategies and Goals										
Subtotal (Task 4)	36	51	32	81	38	238	\$29,555	\$7,000	\$5,952	\$42,507
Task 5. Prepare Climate Action Plan										
Subtotal (Task 5)	22	40		0	70	132	\$15,820	\$6,000	\$4,682	\$26,502
Total Labor Hours	104	154	93	108	150	609				
Total Labor Dollars	\$19,240	\$22,330	\$9,765	\$11,880	\$12,750		\$75,965	\$18,000	\$21,760	\$115,725
DIRECT COSTS										
1. Misc Expenses							\$250		\$240	\$490
2. Display Boards and meeting materials							\$1,000			\$1,000
3. Travel							\$750			\$750
Total Direct Costs							\$2,000	\$0	\$240	\$2,240
TOTAL BASELINE COST- FIXED PRICE FOR SCOPE OF WORK							\$77,965	\$18,000	\$22,000	\$117,965



EXHIBIT C

Insurance Requirements for Contractor The Contractor shall take out and maintain during the life of this contract, insurance coverage as listed below. These insurance policies shall protect the Contractor and any subcontractor performing work covered by this contract from claims for damages for personal injury, including accidental death, as well as from claims for property damages, which may arise from Contractor's operations under this contract, whether such operations be by Contractor or by any subcontractor or by anyone directly or indirectly employed by either of them, and the amount of such insurance shall be as follows:

- | | |
|---|--|
| 1. <u>COMPREHENSIVE GENERAL LIABILITY</u> | 2. <u>COMPREHENSIVE AUTOMOBILE LIABILITY</u> |
| \$1,000,000 Ea. Occurrence | \$1,000,000 Bodily Injury - Ea. Person |
| | \$1,000,000 Bodily Injury - Ea. Occurrence |
| \$2,000,000 Aggregate | \$1,000,000 Property Damage - Ea. Occurrence |

NOTE: Contractor agrees and stipulates that any insurance coverage provided to the City of Lodi shall provide for a claims period following termination of coverage which is at least consistent with the claims period or statutes of limitations found in the California Tort Claims Act (California Government Code Section 810 et seq.).

NOTE: (1) The street address of the **CITY OF LODI** must be shown along with (a) and (b) above: 221 West Pine Street, Lodi, California, 95241-1910; (2) The insurance certificate must state, on its face or as an endorsement, a description of the project that it is insuring.

A copy of the certificate of insurance with the following endorsements shall be furnished to the City:

- (a) Additional Named Insured Endorsement
Such insurance as is afforded by this policy shall also apply to the City of Lodi, its elected and appointed Boards, Commissions, Officers, Agents, Employees, and Volunteers as additional named insureds.

(This endorsement shall be on a form furnished to the City and shall be included with Contractor's policies.)
- (b) Primary Insurance Endorsement
Such insurance as is afforded by the endorsement for the Additional Insureds shall apply as primary insurance. Any other insurance maintained by the City of Lodi or its officers and employees shall be excess only and not contributing with the insurance afforded by this endorsement.
- (c) Severability of Interest Clause
The term "insured" is used severally and not collectively, but the inclusion herein of more than one insured shall not operate to increase the limit of the company's liability.
- (d) Notice of Cancellation or Change in Coverage Endorsement
This policy may not be canceled nor the coverage reduced by the company without 30 days' prior written notice of such cancellation or reduction in coverage to the Risk Manager, City of Lodi, 221 W. Pine St., Lodi, CA 95240.

Compensation Insurance The Contractor shall take out and maintain during the life of this contract, Worker's Compensation Insurance for all of Contractor's employees employed at the site of the project and, if any work is sublet, Contractor shall require the subcontractor similarly to provide Worker's Compensation Insurance for all of the latter's employees unless such employees are covered by the protection afforded by the Contractor. In case any class of employees engaged in hazardous work under this contract at the site of the project is not protected under the Worker's Compensation Statute, the Contractor shall provide and shall cause each subcontractor to provide insurance for the protection of said employees. This policy may not be canceled nor the coverage reduced by the company without 30 days' prior written notice of such cancellation or reduction in coverage to the Risk Manager, City of Lodi, 221 W. Pine St., Lodi, CA 95240. A Waiver of Subrogation against the City of Lodi is required.

NOTE: No contract agreement will be signed nor will **any** work begin on a project until the proper insurance certificate is received by the City.

1. AA#
2. JV#

CITY OF LODI
APPROPRIATION ADJUSTMENT REQUEST

TO: Internal Services Dept. - Budget Division

3. FROM:

Joseph Wood

5. DATE:

2/1/12

4. DEPARTMENT/DIVISION: Community Development /Neighborhood Services

6. REQUEST ADJUSTMENT OF APPROPRIATION AS LISTED BELOW

FUND #	BUS. UNIT #	ACCOUNT #	ACCOUNT TITLE	AMOUNT
A.	444	4441	HUD-Sustainable Communities Grant	\$120,000
B.	444	444002	Climate Action Plan	\$120,000
SOURCE OF FINANCING				
USE OF FINANCING				

7. REQUEST IS MADE TO FUND THE FOLLOWING PROJECT NOT INCLUDED IN THE CURRENT BUDGET

Please provide a description of the project, the total cost of the project, as well as justification for the requested adjustment. If you need more space, use an additional sheet and attach to this form.

The Climate Action Plan is a project that is being funded through a Sustainable Communities Planning Grant that was received in 2010. The Grant funds are received as a reimbursement for eligible project expenses. \$120,000 of the grant funds have been allocated to the Climate Action Plan project and will be used for contract services to AECOM, Inc.

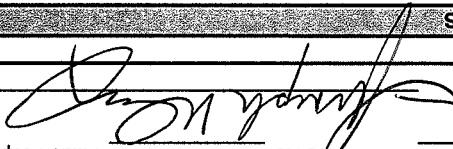
If Council has authorized the appropriation adjustment, complete the following:

Meeting Date:

Res No:

Attach copy of resolution to this form.

Department Head Signature



8. APPROVAL SIGNATURES

Deputy City Manager/Internal Services Manager

Date

Submit completed form to the Budget Division with any required documentation.
Final approval will be provided in electronic copy format.

RESOLUTION NO. 2012-09

A RESOLUTION OF THE LODI CITY COUNCIL
AWARDING CONTRACT FOR DEVELOPMENT OF THE
CLIMATE ACTION PLAN TO AECOM, INC., AND
APPROPRIATING FUNDS

WHEREAS, in answer to the Request for Proposals that was duly approved by the City Council on October 19, 2011, proposals were received and opened on November 30, 2011, at 4:00 p.m. for contract services for development of the Climate Action Plan; and

WHEREAS, based on the review of the proposals, three firms were invited to participate in the interview process. Based on the results of the interview process, staff recommends that the contract for development of the Climate Action Plan be awarded to AECOM, Inc., of Sacramento, in an amount not to exceed \$120,000.

NOW, THEREFORE, BE IT RESOLVED that the Lodi City Council does hereby award the contract for professional services for the development of the Climate Action Plan to AECOM, Inc., of Sacramento, in an amount not to exceed \$120,000; and

BE IT FURTHER RESOLVED that the City Council does hereby authorize the City Manager to execute the contract on behalf of the City of Lodi; and

BE IT FURTHER RESOLVED that funds in the amount of \$120,000 be appropriated from the 2010 Sustainable Communities Planning Grant for this project.

Dated: February 15, 2012

I hereby certify that Resolution No. 2012-09 was passed and adopted by the City Council of the City of Lodi in a regular meeting held February 15, 2012, by the following vote:

AYES: COUNCIL MEMBERS – Hansen, Johnson, Katzakian, Nakanishi,
and Mayor Mounce

NOES: COUNCIL MEMBERS – None

ABSENT: COUNCIL MEMBERS – None

ABSTAIN: COUNCIL MEMBERS – None


RANDI JOHL
City Clerk